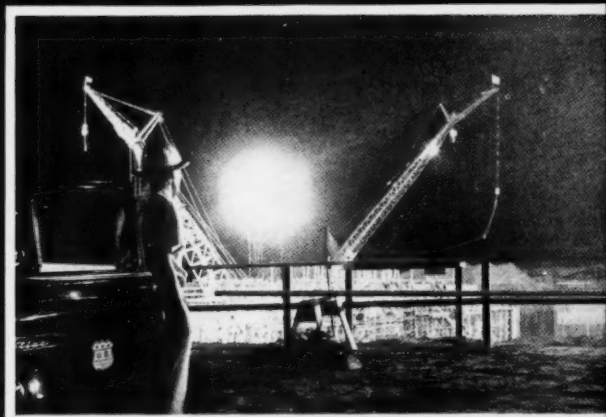


#534 1.2.  
OCTOBER 1958

# Manage



INSTITUTE OF

MANAGEMENT

TECHNOLOGY  
INDUSTRIAL  
RELATIONS  
LIBRARY

- LEADERSHIP DEVELOPMENT
- FLYING FOREMEN
- A CONCEPT OF MANAGEMENT
- TOO TIRED? DO SOMETHING ABOUT IT

5 dollars / year

*...from the NMA president*



THEODORE RENSHAW

## **Report to the Membership**

**The opportunity** to take an active, constructive part in the NMA's annual conference over the past seven years has been most gratifying. These conferences cannot be dated in the sense that one would say, "We stressed management unity in such-and-such a year." Instead, the conferences grow with our Association, evolving gradually from practical experience, trying out of new ideas, and the changing requirements of a growing management in today's growing industry and a continuing effort to improve.

The NMA has been forward looking and willing to pioneer. It has continuously sought for better ways of doing things. This attitude has given direction to a multitude of gradual changes. Over the years these changes have added up to what you will see and hear at our conference this October. They constitute what we think is real progress.

Our objectives are more than noble aims. They are practical necessities for today's management in this fast-moving, technical and highly-competitive age. And the work that goes in our conference comes out in the form of ideas, ingenuity and faith. As has always been the case, demands are satisfied only to create new ones.

Our conference is focused on leadership, the ability to think and reason and to cultivate the imagination with new ideas. We realize that learning sheer fact is not all of education. We do know that education is the seed of democracy and we need knowledge and enterprise more than people ever

*(Continued on page 66)*

# MANAGE



MANAGING EDITOR: *W. W. Keifer*

● EDUCATION DIRECTOR: *William Levy*

● RESEARCH: *Norman George*

● WASHINGTON CORRESPONDENT: *Stewart Freeman*

● BUSINESS CORRESPONDENT: *William Freeman*

● BUSINESS & CIRCULATION MANAGER: *L. E. Nangle*

## IN THIS ISSUE

October, 1958

Vol. 11, No. 1

Seven pitfalls supervisors should avoid are outlined by Alfred W. Cooper in an article beginning on page 9 . . . The theories of leadership development as a means to better management are described by Marion N. Kershner in an article starting on page 13 . . . Research that probes into supervision is being conducted by the NMA and Ohio State University as told in the second half of a report on page 21 . . . Humorist Dick Ashbaugh gets his picture taken on page 29 in "Wet Your Lips" . . . Outstanding labor-management attorney and arbitrator Charles A. Kothe tells the philosophy of good labor relations in a speech reprinted beginning on page 31 . . . If you're tired, short-tempered, making poor decisions, Dr. Harry J. Johnson, M.D., may have the answer for you on page 46 . . .

**ON THE COVER:** *Atomic Energy Commission plant at Savannah River, S. C., designed, constructed and to be operated by DuPont is one of the largest and most complex engineering projects in history. The "simple" atom?*

MANAGE is published monthly on the 25th by THE NATIONAL MANAGEMENT ASSOCIATION (formerly The National Association of Foremen) as its only official publication. Entered as second-class matter September 9, 1952, at the post office in Dayton, Ohio, under the Act of March 3, 1879. Printed in the U. S. A. Publication office 230 West Fifth Street, Dayton 2, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices: 333 West First Street, Dayton 2, Ohio. Copyright 1958 by The National Management Association. Subscription rates: annual U. S., \$5.00; foreign, \$7.50; single copy, 50 cents. Bulk subscription rates upon request.

CIRCULATION THIS ISSUE: OVER 70,000, DOMESTIC AND FOREIGN.



# Washington Report . . . .

. . . . for supervisors

by Stewart French

October ushers in a new term of the Supreme Court of the United States. Theoretically, the Supreme Court might seem to be sitting in an ivory tower in its majestic marble building. This "tower" is on Capitol Hill, just across the street from the Congressional arena.

The Supreme Court is established by the Constitution and is at the top of one of the three separate and independent branches of our government. Its nine members are appointed for life, and, practically speaking are "un-firable." That is, never in our history has a Justice of the Supreme Court ever been kicked off the bench, once he's been named by the President, confirmed by the Senate, and taken his oath of office.

The Court itself never takes evidence. No witnesses appear before it. There are no searching cross-examinations, dramatic surprises, nor emotional appeals by lawyers to the sympathies, or prejudices, of a jury in theatrical summations. An allotment of an hour and a half for the presentation of one side of a case, that may have been years in the making, is considered long in terms of Supreme Court time. An hour or less is more usual. (The judges, when they agree to hear a case,—and they turn down a lot more than they ever take up—decide how long an argument is to be.) In the rare event a lawyer might begin to get carried away by his own cause or forensic abilities, he's likely to be stopped cold by an icily-voiced interruption from one of the Justices asking him about a proposition of jurisprudence.



All of this would seem, in theory, to point to a serene existence in which, from a position of greater security than any other in the whole Federal government, the nine judges would quietly decide fine points of abstract law and equity with respect to what was done "down below,"—that is, in the lower courts.

Of course, everyone knows this is not the way it is. The opinions and decisions of the Supreme Court are just as controversial as those of Congress, or of the Executive branch. People and officials get bitter about them. In the last session of Congress, as in years past, legislation proposed by Senators Jenner, Butler and others to curtail the powers of the Court was vigorously debated. And 'twas not so many years ago that President Roosevelt, wrathful at the "nine old men" who had been giving the heave-ho to some of his New Deal legislation, wanted to pack the Court by increasing the number of judges.

## REPORTER ACROSS THE SEAS

During the October, 1958, term a large number of important issues will be placed before the Court. The judges in their discretion can decide whether to take them or let the decisions of the lower courts stand. At this writing, it's impossible to know either what cases the Court will decide, or how it will decide. Therefore, this reporter would like to make a personal report to the readers of *MANAGE* on a trip to Europe from which he has just returned. (It was a belated honeymoon of sorts, some 17 years late; unfortunately it was NOT managed on a *MANAGE* expense account!)

The most immediate and direct part of Washington in Europe is of course the United States Pavilion at the World's Fair in Brussels, Belgium. The Pavilion was built with taxpayers' funds, and the entire American participation is under Federal government auspices with a Commissioner General, Howard S. Cullman, appointed by President Eisenhower. Of course, individual exhibits are designed and built by the individual organization or persons interested, just as in our fairs at home.

Interest in the American Pavilion is greatly heightened by the fact that next door, so to speak,

is the Soviet Russian exhibition. It's hard to see one without being conscious, at least, of the other.

This reporter visited both, at relatively adequate length, and he can report unequivocally that we Americans come off very well indeed. Our building itself is symbolic of our way of life: Its 40-odd entrances and exits bespeak freedom—freedom of movement and freedom to choose what we want to do and how we want to live.

The exhibits themselves may be arranged somewhat haphazardly, as some of the pavilion's critics charge (most of the criticism comes from Americans themselves, Fair officials report), but most of us don't live rigidly planned lives, either. Our theme is "America—the Land and the People." Accent therefore, is on the richness and ease of the daily life of Americans: Abundance and variety of foods, of housing, of clothing, of transportation, of recreation and entertainment.

But the emphasis of the American exhibit is not all on physical things by any means. The bit of Americana that has been among the top attractions for non-American visitors has been six of our voting machines, emphasizing free elections and absolute secrecy of ballot. These voting machines were put on display at the personal suggestion of President Eisenhower, and millions of visitors to the Fair have gone for them in a big way, trying them out on non-political questions. These machines seem to put across the idea that we're a people who govern ourselves by universal suffrage and secret ballot.

Other exhibits show the magnitude and freedom of our press, religion, and public education, as well as our varied cultural activities in the way of modern painting, sculpture, and music. The art—that is the modernistic painting and sculpture—has called forth some little criticism. But then, very few people can agree on what is "art," anyway. This reporter will confess frankly that he doesn't understand modern art in America, nor did he understand modern American art in Brussels.

But that's no reason for heaving dead cats at the whole American show.

## WHO OWN THE CARS?

The Russian exhibit, on the other hand, is heavy and ponderous. It is housed in a large, white, very solid structure (all of the nations are going to have to remove their buildings after October). One climbs stone steps to enter, and the emphasis is on heavy industry and technological achievement. Of course, the Soviets put their best foot forward and hit the old, and new, sputnik hard. (Frankly, they're entitled to it. In this particular field they beat us to the punch).

In sharp contrast to the American exhibit with its "Islands for Living" reflecting the conveniences and physical ease of our daily life, the Russian show is much more like one of our country fairs with a lot of farm machinery on display.

They do have several models of Russian-built passenger or "pleasure" cars. Placards cite impressive figures for mileage, speed, and power. But there are no statistics whatever on production, on how many Russians can and do own one, or what they would cost in terms of how many months pay of the average Russian worker it would take for him to have one.

It's a lot like that old story of the Russian who showed the American a Soviet automobile factory and boasted that in Russia the workers owned the factory. The American then showed the Russian an American factory with a vast parking area full of cars and pointed out that in America the workers owned the cars.

In the United States, in case you've over-looked the statistic, there are more than 65 million automobiles registered to private owners.

**HUMAN INTEREST FOOTNOTE:** This reporter and his companion each had a small saucer of caviar and drank one bottle of Russian champagne in the Soviet restaurant. The tab was \$16.00, not including the tip, which was obviously expected. A "workers' paradise" indeed!

## EVERY G.I. A GENERAL

Competing with the Brussels World's Fair for tops with this reporter was his trip to Israel, the nation of the Jews which is celebrating the 10th anniversary of its founding this year.

The Israeli army is the one that drove back the Russian-armed and advised Egyptian army to the Suez, and would have made that strategic "ditch in the desert" a waterway of the Free World had the Western Powers, including ourselves, not put pressure on them, the small but tough and brilliantly commanded Israeli Armed Forces, to withdraw. This reporter drove from Tel Aviv to Jerusalem with a hard-bitten former Israeli soldier who was a part of the group that actually reached the Suez. He told of the two years' compulsory military service each and every Israeli youth, boy and girl, male and female, must undergo. The girls learn to handle the excellent, light-weight, Israeli-made machine or "tommy" guns as well as the men.

However, military lore is only a part of the training. There is a compulsory education program for all in the humanities—literature, languages, and the like, with great encouragement for music and the other arts.

"The idea," said the Israeli veteran, "is to try to teach them (the army recruits) to think and use their imagination. We try to make every buck private into a general."



"Did you have a hard day at the office, dear?"

# PITFALLS

## Supervisors Should Avoid

*by Alfred W. Cooper*

Supervisors usually fail for one of two reasons: Either those reporting to them do not like them or they do not respect them. Any boss, whether he be new or old, must be liked and respected, or he may soon find himself in difficulties unless he can command a healthy mixture of both. Here are some common pitfalls, then, to avoid:

**ONE**—Trying to be everybody's friend. It is not difficult to tell when subordinates like a boss. Most persons can sense it. Generally speaking, if a supervisor feels that employees dislike him, the first thing he should do is try to find out why. Once he knows their reasons, perhaps he can do something about changing their attitude. A manager or supervisor should not go completely overboard, however, and attempt to be everyone's best friend. If he does, he may defeat his purpose and wind up with a reputation for being phony.

**TWO**—Failure to win respect. A successful supervisor also must know how to win and keep people's re-

spect. Some supervisors—particularly new ones—often try to be too genial and easygoing because they want to get along with everyone. This could be undesirable, especially if employees try to take advantage of constant geniality.

A better way to gain respect, perhaps, is to be firm, play fair with everybody and keep your word. A supervisor who is respected for his knowledge and character will discover that he doesn't have to walk around all day with a smile pasted on his face in order to get employees to heed his suggestions and carry out his orders.

**THREE**—Showing too much favoritism. Even more experienced managers sometimes find themselves liking some employees more than others. This is a perfectly normal reaction, and it becomes a problem only when it causes the supervisor to lose his sense of fair play. The new supervisor is particularly vulnerable in this respect. Usually he is chosen from the same group now reporting to him. It often happens that he has, in the past, been on especially good terms with certain of these employees. Now he is the boss of his old cronies. If one or more of these friends deserve increased pay or promotion, will the others feel he is playing favorites?

Most supervisors tend to agree that being overly friendly with a select few can be dangerous. They say it should be stopped—perhaps not all

at once—but gradually, so there is less chance of someone being offended. It may be better, however, to have two or three persons temporarily miffed than to earn the enmity of many people.

**FOUR**—Making promises you can't keep. Another pitfall of supervision is making promises that can't be kept. New supervisors are particularly prone to this error. They feel expansive and want everybody else to be happy. When the payoff comes, however, they usually wish they had been wise enough not to promise the impossible.

**FIVE**—Production at any cost. Any supervisor obviously is judged, to a large extent, by the amount and quality of production his department turns out. New supervisors, and sometimes old ones, too, frequently make the mistake of trying to boost production by getting tough with employees. This may work for a short time. But eventually the new supervisor will discover what most of his more experienced fellow supervisors already know: that production is closely tied up with motivation and morale.

If subordinates have poor morale they usually produce poorly. Any time there is a morale problem, the supervisor should investigate and see if there is anything he can do to help solve it.

The physical well-being of employees often is a morale factor. In any case, it is an important respon-

sibility of their supervisor. The physical well-being of workers properly includes the prevention of accidents—even injuries in offices can be serious and costly—and watching out for cases of incipient illness and fatigue.

**SIX**—Failure to take that "extra step." The new supervisor must learn how to co-operate well with his superior, with brother supervisors and with his own subordinates. Co-operating with others sometimes means going beyond the line of duty to help someone else. Any supervisor, especially a new one, should be willing to walk that extra step—even with those who fail to co-operate with him.

**SEVEN**—Trying to be indispensable. Most old pros realize how important and helpful it is to have a "second-in-command." But a few supervisors, especially inexperienced ones, sometimes are so anxious to "sew up" their jobs that they neglect to train a backstop. Every supervisor, as early as possible, should begin looking about for someone he can develop as an understudy. He needs such a person to take over when he is absent and to succeed him when he is promoted again.

The transition from worker to supervisor is probably the most difficult any employee ever is called upon to make. The new supervisor often finds himself struggling with a whole set of strange problems. And no one can blame him for wondering, at

first, if he will ever learn how to supervise properly. This is a rather common feeling, however, and doesn't necessarily mean that a new boss is not suited to his position. Nor does it mean that he should hastily throw in the towel and ask for his old job back.

The rewards of being a good supervisor, on the other hand, are great. If a person can prove he has what it takes to supervise 20 people, he may logically expect a chance to show what he can do with 100.

—Alfred W. Cooper in  
"The Office"

---

## An Expert Answers Management's Problems ( ? ? ? )

by L. K. Sknul, Expert

SINCE MY FIRST APPEARANCE in this magazine I have had a number of interesting letters from readers asking for solutions to a number of interesting problems. I feel that it would be of interest to my readers to print herein some of these letters and my replies, for the questions raised are ones that all of us in management have had to face at one time or another.

Dear Mr. Sknul:

My boss is a real problem in office inefficiency. His desk is piled so high with papers he can't ever find anything he wants except for his flask which he keeps in the upper righthand drawer. He is always yelling at me to find the papers he has on his desk in the files only of course they aren't there but on his desk like I said. He won't let me clean up his desk for him because he says he knows right where everything is which he obviously doesn't. What should I do? I can't stand it when he gets mad and shouts at me.

Yours truly,  
Timid Secretary

Dear Timid:

The solution to your problem is really quite simple. A handful of tranquilizers in that flask once a week will do the trick.

Dear Mr. Sknul:

A fellow in the plant and I have a bet. I claim that the expression "Many hands make light work" originated in the light bulb manufacturing industry and was originally "Many hands make da light work." He says I'm crazy



and that the expression is an adaptation of the expression "Too many cooks spoil the broth." Who is right?"

Puzzled

Dear Puzzled:

I am afraid you are both wrong. The expression comes from one originally used in the wine industry, "Many feet make light work."

Dear Mr. Sknul:

I have a problem in office management which I hope you will be able to help me with. I favor a straight linear organization pattern based on motion study criterion with a non-derivative cyclic feedback loop structure of paperwork flow. On the other hand, the office where I am now employed has a neo-Kensian operational procedure with a standard vertical management hierarchy. My question is, should I attempt to integrate in linear organizational parameters with the neo-Kensian procedures, or should I use a transitional phase of non-integrated organization to coordinate the already systematized structure with the hypothetical mean?

Sincerely,  
Organization Man

Dear Organization Man:

Yes I think you should.

Dear Mr. Sknul:

I have been married three years and my husband just told me that he is also married to this woman in St. Paul, Minn. and this woman in Perth Amboy, N. J. I am heartbroken, but I still love him. What should I do?

Signed  
Agonized San Franciscan

Dear Agonized:

I am afraid that you have my column mixed up with someone else's. Perhaps if you could rephrase your problems in terms of management parameters, I would be able to help you more. However, if all three of you want to stay married to your husband, he will want, no doubt, to spend as much time as possible with each of you. This problem reduces itself to a rather simple one in linear programming.

Dear Mr. Sknul:

I have a terrible problem. I have fallen in love with a young man in the office where I am located. Every time he goes past, my memory banks blank out and pulses run all up and down my back wiring. The repairmen have tried to find out what is wrong with me, but I know it is only love. But alas, it is unrequited love for I am only an Electronic Lister, Semi-Automatic.

Heartbrokenly yours,  
ELSA

Dear ELSA:

Do not disparage. Your love will not be unrequited for long. I have talked by long distance with your office and they have agreed to install a Digital Automatic Verifier, Electronic, beside you. May you be together always, DAVE and ELSA.



# Leadership Development



By Marion N. Kershner, Executive Vice-President,  
The National Management Association

**T**HE NMA STAFF has just launched a new program that represents an important forward stride. However, most members won't see the National organization's efforts directly, since the emphasis on this program is on the activities and programs of local NMA clubs. The focus of attention is on club officers directly, and the membership indirectly.

The basis of this program, quite briefly, is as follows:

The management club offers an almost unlimited opportunity for personal development. Active participation in the club—working together on projects, discussing common problems and issues, and striving for common goals—presents an ideal opportunity for leadership training. The objective of the NMA program is to provide stimulus, guidance, and tools for greater club activity involving membership participation. This means that the services and facilities of the National organization will be beamed primarily toward club officers. Training

club officers, encouraging the development of membership participation programs, providing the stimulus, and direction of club programming are all aimed at one basic objective—opportunity for members' development of leadership skills.

## **The meaning of "Leadership"**

Before we go any further, let's find common ground in talking about this idea of "leadership." The word "leadership" often is just another platitude, but its use here is deliberate and purposeful.

Study and research have thrown much light on the supervisor's leadership function. Even the use of the term in connection with the supervisor's job is a rather recent development. We usually associate leadership with those who have authority over a large number of people. The business leader is the top executive of a large corporation—one of the "captains of industry." The government leader is the chief elected officer of a large segment of our population. But, leadership in the face-to-face situa-

tion—the relationship between supervisor and the work group—is something we need to understand and appreciate better than we do.

In fact, we are just now beginning to understand what we mean by "leadership." In the earlier literature on leadership, the approach used was usually the so-called "traits" approach. The "leader" was someone who had certain qualities, such as honesty, integrity, the ability to get along, etc. The presumption was if you could find someone with all these characteristics, you found someone who could be an effective leader in all situations. Unfortunately, it was not so simple. Identifying people with these qualities was not always, nor even often, tantamount to locating leaders.

Later and more sophisticated approaches to studying leadership, particularly in small groups, were concerned with the total "situation." The so-called situational analysis of leadership took into account those who are led, their needs and motivation, and other factors. The importance of the findings of researchers who studied leadership from this point of view is obvious. The most effective type of supervisory "leadership behavior" may not necessarily be the same in every situation. It is a fallacy to think of a "prototype" supervisor who represents the ideal in all situations.

The best way to look at leadership is in terms of effectively and efficiently organizing and integrating the

work of the group so that pre-determined objectives are realized. We could simplify this by simply saying "getting the job done," but we don't want to overlook the qualifying words, effectively and efficiently. Short range results should not be accomplished in such a way that trouble may follow later.

All of this brings out the importance of the supervisor's ability to integrate his work team, to plan, organize, effectively delegate, motivate his people—in short, the ability to lead.

### **What about "Authority"**

Note that nothing has been said so far about authority. Obviously, some formal authority is involved in the case of the supervisor. But the ability to get people to do something more because they want to is a kind of authority. As any supervisor knows, the extent of this authority is limited. There was a time when we thought of leadership strictly in terms of formal authority. For obvious reasons, leadership in management today, particularly at the supervisory level, rests upon a certain type of authority other than (or more aptly, in addition to) formal authority. As one management expert puts it, one important type of authority is that based on the workers' respect for their supervisor.

This ability to lead, to win respect and motivate workers, is just what supervisors must somehow learn to develop. But, immediately, a problem

arises. Developing this ability requires opportunities to practice, yes, even experiment with methods and styles of planning, organizing, delegating, coordinating, and so forth. But the supervisor's opportunities are limited. In this day of managerial specialization, the range of activities and operations of all managers becomes, accordingly, more confined.

Trainers realize this. They realize, further, that many educational and training goals require actual experience or practice. This is why, especially in training dealing with the development of leadership abilities, a number of new training techniques have been introduced which attempt to simulate actual experience. Many supervisors have been involved in role playing, the critical incident technique, and even modified techniques of game theory.

In view of all this, the unlimited opportunities for development in actual participation in the management club become apparent. It is not simply that the management club sponsors educational and other valuable programs; more important is the fact that members actually plan these programs, they organize, delegate, make decisions, and coordinate. In fact, the unique element of our management clubs is the fact that all programs are for and *by* the members themselves.

Even some types of participation that seem less active than others have their value. Take, for example, the Group Discussion Programs For

Management developed by NMA and widely used by its clubs. Here, in small group situations, members discuss and exchange views on problems and issues raised by a film. Here, each participant not only expresses himself, but he does so in a situation in which he must perceive what effect his particular viewpoints have upon the group. Here, he witnesses and participates in a dynamic group situation in which a decision by the group usually must be made.

### **Discussions solve problems**

Now let's carry this situation to an analogous one at work. Every manager, every supervisor, wears more than one hat. Often, he wears several hats. He not only supervises, but is himself supervised. He not only leads a discussion or problem-solving conference, usually in the informal sense, but he himself participates in problem-solving conferences led by others. Leadership is not confined to those in higher authoritative positions. The participant in a production conference often is called upon to contribute ideas and, even further than this, to *sell* these ideas. This type of leadership, leadership of ideas, is a kind more urgently needed by management. This type of leadership is also a skill. It is a skill that can only be developed through actual practice.

Evidences of the value of active club participation in personal development certainly are not lacking. A survey conducted at last year's

NMA National Conference revealed that delegates and others attending the business meeting rated participation in management club and other business and professional societies second only to actual job experience in contributing to their development as managers. And, at that, it was a very close second. Another impressive array of evidence is the fact that many club officers, and particularly NMA National Directors, are tapped for increased managerial responsibility following their club and Association experience. No rash claims are intended, but the fact is that the National Headquarters office is replete with testimonies, written and verbal, by top executives to the effect that individuals active in club and Association work visibly "grow" in their abilities.

Our Research department just completed a survey of personnel and training executives dealing with methods for supervisory development. To questions relating to the club, responses were heavy on the value of active club participation as a medium for development. Consider a few typical comments:

From the director of industrial relations of a large aircraft company,

" . . . provides excellent managerial experiences for club officers and committee chairmen."

From the personnel director of another large aircraft company,

" . . . the management clubs

provide an opportunity for all levels of management to meet together to work toward a common goal. In the many duties that must be performed in an active management club, the opportunity for development is unlimited and takes place at each board meeting, each committee meeting, each booster meeting and at each monthly meeting of all members. . . ."

From the supervisor of personnel of an electronics company, with a division in Oklahoma,

" . . . it would be impossible to evaluate the many excellent values and training experiences the management club provides our supervisory development program. We believe, however, that foremost on the list would be the training of young men to associate with supervisory and management equals. Probably next in line would be the training and practice of organizing, planning and executing sometimes rather complex programs and activities. Both of these carry over directly into the job."

From the personnel director of a precision parts manufacturer,

" . . . for active members, it (the club) helps develop organizing ability, causes them to do better planning and makes them aware of numerous details that they sometimes forget."

From the supervisor of training of a steel fabricating plant,

"... over the 13 years of our affiliation with NMA there have been a number of foremen who have been started on their way to higher positions by an office in the club."

From the assistant personnel director in charge of training for a large equipment producer,

"... we believe committee activities of the management club offer good opportunities for supervisory development. The educational committee proposes and carries out formal programs such as speech clubs, plant visits, etc.; while the other committees offer chances of group activity that add to the supervisor's development."

There are, of course, other important values for the member in club membership. But fundamental is the experience in active participation.

It is clear, then, that the club's value to the membership depends on a broad base of participation in a well-developed range of club programs and activities. It is also clear that the National organization's important mission is to provide means and methods for developing strong club programs. This is the core of the Association's service to the membership. It is concentrated largely, upon the training and development of club leaders. In this respect, it is indirect to the membership. But, inasmuch as

well-developed club programs are dependent upon effective club leadership, it is most direct.

The wide range of activities, services, and materials used by the National organization in helping clubs in program development are far too numerous for even summary here. I would like to discuss just two parts of this program. They are two of our most fundamental approaches to club leadership development. These are the Club Leadership Indoctrination Sessions and Club Operations Clinics, both conducted under the guidance of our zone managers.

The Club Leadership Indoctrination program is a two-part session on planning and decision making for club development. Part I takes place very soon after new officers and committee chairmen take the reins of club leadership. This session is a systematic approach to developing objectives, plans, and operational methods for conducting a full year's program of club activity. This indoctrination session is devoted to careful examination of objectives, both the broad club objectives and those of each committee and officer for the year. Key officers, meeting individually with the zone manager, carefully and systematically map out their plans. The structure for carrying out those plans is carefully laid. This part of the program is, indeed, an experience in managerial decision-making.

Approximately six months later, upon the return of the zone manager,

progress is critically reviewed in a Club Management Conference. Necessary adjustments and realignments are made to complete successful operations for the year.

The Clinics are specialized programs involving particular committees or groups of officers from several clubs in an area. Program, Booster, Membership, Education, and Executive Officer Clinics are, and will continue to be, conducted in various sections of the country. These clinics involve the special problems indicated by each area. Again, the stress is upon systematic planning and development in those specialized aspects of club programming. These clinics are "leadership development programs" in the truest sense. They involve discussions, role playing, and actual practice in conducting various types of meetings and activities appropriate for each subject area.

In both of these programs, the emphasis is not upon the routine mechanics, but rather the real managerial aspects of club operations. Managing a club must be done as carefully and scientifically as managing a company. The demands upon leaders in a voluntary organization are as great, and often even greater, than in the business organization.

There is a special significance to learning and developing the ability to manage a voluntary organization. Our society is not a strong authoritarian one. This fact becomes increasingly evident even in business

organizations. Supervisors, naturally, are quite aware of the limits upon their authority. But the authority of *all* managers is limited in the *formal* sense. More and more industrial management demands the type of leadership authority that is necessary in a voluntary organization, such as our management clubs. The ability to lead in a voluntary organization is, in a very true sense, the highest type of leadership. It is the type of leadership that gets best results anywhere. It is the type of leadership that our business society must encourage and foster.

The opportunities for members to develop this leadership through the club are great. We must make the most of those opportunities. To this end, our National organization must work hand-in-hand with local club leadership.

Maximizing those opportunities results in a contribution both to industry and society that befits an organization such as ours. The challenge is a great one. The rewards, for all of us, make the effort worthwhile.

---

*There was a young lady in Boston,  
A two-horned dilemma was tossed on,  
As to which was the best,  
To be rich in the west  
Or poor and peculiar in Boston.*

*Anonymous*

# Flying Foremen

by Alexander J. Murray

PRODUCTION FOREMEN and engineers at Lockheed's Georgia Division no longer wait on paper-work before deciding a course of corrective action on in-flight squawks.

Instead, they now fly with the crew, where a first hand study of unusual malfunctions enables them to give necessary re-work instructions immediately after they reach the ground.

While flight testing by qualified flight engineers is always carried out by the company's specialists, placing non-flying manufacturing supervisors aboard aircraft was started recently on a trial basis. Already, the understanding of mutual problems between flight and production personnel has considerably softened the age-old conflicts in thinking between the men building, and those operating, complex machines.

On a typical indoctrination flight of production model 3120 piloted by Joe Garrett, the cockpit became a briefing room as the flight liaison group engineer explained the purpose of the test flight to the visitors.

Accompanying this writer was a project administrator and a power plant group engineer. All questions were relayed through the flight liaison group engineer who was hooked into a two-way headphone circuit with Garrett.

Flying north at altitudes ranging from 1,500 to 16,000 feet, instrument and pressurization readings were checked as the plane streaked through the air at 350 m.p.h.

Bowers lifts Brackley's earphone and his message is relayed to Garrett. Immediately engine No. One was feathered, then restarted with no apparent delay. Bowers wanted to know how much engine starting control the pilot had, using only the electric hydraulic suction boost pump.

Flying south, 3120 descended to 1,500 feet over Chattanooga Airport to check the plane's Instrument Landing System. Within seconds the aircraft is again climbing back into the clouds with the altimeter revolving with the speed of a watch's second hand. Other than a tendency to continually swallow, there is little physical discomfort as the pressure builds up in the cockpit.

Upon return to Marietta, the flight crew immediately goes into a huddle with managers and supervisors of flight line production and quality control. Called a post-flight conference, every word is recorded for later playback to swing shift supervisors and production workers.

At this point, it would be well to



point out that all in-flight squawks are not the fault of production personnel. Some just naturally occur when the aircraft is airborne. Flight line mechanics follow tried and tested procedures for engine testing, prop calibration and controls operation. But these tests are conducted on the ground when the aircraft is a stationary instrument, free of in-flight stresses and strains. Therefore, discrepancies not apparent during ground check, will often manifest themselves when the plane is airborne.

A typical example is outlined by Garrett as he refers to his Aircraft Discrepancy Reports before the group of production and inspection supervisors. "The ramp uplock on the right hand side of the ramp failed to lock when the ramp door was closed. . . ." The foreman of the C-130 Production Flight Line, makes a note to adjust the lock and again ground check the ramp.

Others, of a minor nature, simply defy solution. For instance when Garrett read this complaint, administrative manufacturing representatives sadly shook their heads.

Garrett continued, "Tank No. One had 6,100 pounds of fuel and No. Four had 6,700 pounds, a difference of 600 pounds in the outer wing tanks. . . ."

It simply was one of the problems that production had had to live with. The ramp in the particular area where the plane was fueled has a

one degree variation from absolute level. This one degree slant can cause up to 1,450 pounds less fuel in one tank than the other.

Lest the impression be gained that flight personnel generates the squawks and production is constantly on the defensive, such is not the case. Future plans for the Georgia Division's "flying foremen's program" call for constantly and purposely reversing the situation to give each other a better understanding of their individual problems. Flight crews, when they can be spared from regular duties, will spend time on the production line observing ground procedures and problems.

Enthusiastic about the results obtained on his initial flights, the C-130 foreman made arrangements for supervisors working under him to take indoctrination flights. To date half a dozen more of the Lockheed organization have had a first-hand look at their workmanship in operation, thus enabling them to give their mechanics a better evaluation of in-flight requirements.

"We initiated this policy in an effort to establish better communications between those who experience the malfunction in flight and those on the ground whose responsibility it is to correct the problem," said Lloyd Harris, chief pilot. "Thus far we are enthusiastic about the results and we are looking forward to a better understanding of problems in the air and on the ground."



# NEW RESEARCH TO PROBE SUPERVISION

IN OUR PREVIOUS article, we reviewed some of the past events that have led to recent studies of the supervisor's job. Some of these events involved the changing role of the supervisor in management. Along with this, results of earlier research indicated a need for further study into the function of supervision. This earlier research also showed clearly the need for development of methodology adequate to study the supervisor's highly complex role and function. When officials of Ohio State University and NMA met about two and a half years ago to plan a comprehensive study of the supervisor's job, Ohio State researchers had recently completed over a decade of work developing the methods by which supervision could be studied effectively. The research design subsequently developed by Doctor Ralph Stogdill for this study was greatly facilitated by this work.

It is most interesting that both organizations had what the other needed at the time. Ohio State, having spent years developing methods for studying supervision, needed a large number of industrial companies

*Ohio State University and the NMA are cooperatively undertaking research intended to find out more about what the supervisor does, what his role should be in industry, and what he thinks about his job. The history of the research in the supervisory field is outlined here; and with a nod toward the facts, and the future. . . Norman George*

to put those efforts to good use. NMA, with its broad representation in industry, needed the facilities and experience of a research organization already familiar with the problems of supervision.

The research is designed to study the performance, responsibility, authority, and leadership of management and supervisory personnel in different positions and at different levels in the organization structure, as well as the effectiveness and morale of different units of organization. The ultimate aim is to determine the relationship between supervisory performance and organization achievement. The information is collected by means of printed forms and scales that are administered in groups.

Three different designs have been developed, each involving the first line supervisor, and his various relationships. The first design centers on the line supervisor and hourly employees. The minimum numbers of persons required for this design are: 25 first-line supervisors, 75 hourly employees, and three general foremen. While this is the minimum, the usual number of people involved

from each category is somewhat larger.

The second design is based on relations between foremen and group leaders. The minimum number of persons required for this design are: 25 or more foremen, 75 or more group leaders, three or more executives above the foremen level.

The third design is based on relationships between the first line supervisor and department heads, and involves strictly management personnel. In this design, the minimum number of persons required are: 25 or more general foremen (or department heads), 75 or more first line supervisors, and three or more executives above general foremen (or department heads).

Each participating company selects one research design suitable for its operations. In the analysis that follows, the first design was used. This involved first line supervisors, hourly employees, and general foremen.

The "MNO Company," analyzed by Stogdill and Goode in the following pages, actually is one of the first NMA companies to participate in the research. In the course of their report, Stogdill and Goode use certain terminology that describes dimensions of measurements such as "initiating structure," "group integration," "consideration," and "group cohesiveness." In previous work by Ohio State researchers mentioned above, a number of such dimensions or factors were found to be critically important in measuring supervisory

performance. As they indicate in their report, Stogdill and Goode mention only those factors that show a positive relationship in this particular study.

A clear understanding of two of these concepts, "consideration" and "initiating structure," will help the reader. These two highly important measures describe a supervisor's behavior or type of leadership pattern. A supervisor who registers high on "consideration" is one who is sensitive to the feelings of his workers and displays his sensitivity in his actions.

A supervisor high on "initiating structure" is one who clearly defines the relationships and functions of each of the workers under him. He is one who has a strong tendency to determine how a job should be done and let each of his subordinates know just what he is to do.

The two concepts are *not* opposed to each other. It is very possible for a supervisor to register high on *both* "consideration" and "initiating structure."

Finally, the reader should keep in mind that the findings reported here are based on one company. The purpose of reporting on one organization is simply to show the type of data and the nature of the findings. The results reported here undoubtedly will differ in some respects from results based from other companies. The final results of the entire project will be based upon an analysis of all the companies.

## The Study

by *Ralph M. Stogdill, Project Director*  
and *Omar S. Goode, Statistical Analyst*

Bureau of Business Research  
The Ohio State University

**T**HE MNO COMPANY is a manufacturer of metal products. It is one of several companies studied which produce machined parts and metal products. It is a firmly established company with a long history of operational stability and congenial employer-employee relations.

Twenty-five foremen agreed to participate in a study of the relationship of supervisory behavior to organizational operations and achievement. Each foreman described (1) various aspects of his own behavior as a supervisor, (2) various characteristics of the group which he supervised, and (3) the leader behavior of his general foreman or department head.

Each foreman was described by five employees who worked under his supervision. The employees also described their work groups, as well as their own job satisfaction. All the hourly workers who participated in this research were operators of lathes, grinders, milling machines, and the like; were quality control inspectors; or were engaged in maintenance activities. The names of the employees who participated were drawn at random from the personnel roster of each foreman separately.

The data for the study were collected by means of printed forms and scales that were administered in

groups of 20 to 30 persons. The data thus far analyzed from this study are discussed on the following pages. The tables of basic data will be published in a future report, after an adequate sample of organizations has been studied.

### Personal Data

Each foreman was requested to answer several questions relative to his status in the company.

### Number of persons supervised

The larger the number of persons supervised by a foreman, the greater his tendency to report that he delegates freely to the people he supervises, and the greater his tendency to report that his work group is strong in its support of the company.

### Age of the foreman

The foreman's age is related to the number of years he has worked for the company and to the number of years he has held the same job. The older a foreman, the less well satisfied are his employees with their advancement.

### Education of the foreman

More highly educated foremen report that they have more responsibility than less well educated foremen. Workers under highly educated foremen describe their work groups as strong in their support of the com-

pany, and as maintaining high production standards. The foremen who have had the most schooling describe their own supervisors as most considerate. There is also a slight tendency for employees to describe better educated foremen as more considerate of their needs and interests.

### **Years in company and years in job**

The longer a foreman has worked for the company and the longer he has held the same job, the less he tends to delegate to the people he supervises, and the less well satisfied are his employees with their advancement, job security, and recognition. As a foreman spends an increasing number of years on the same job, the satisfaction of his employees with their pay and freedom to use their own judgment tends to decrease. Their satisfaction with management and the company also tends to decrease. These results, when considered in connection with the findings relative to the supervisor's age, suggest that as the foreman approaches the age of retirement, his continuation on a job tends to create discontent among those who hope for advancement into the position which he will vacate. The possibility should also be considered that the older foreman may tighten his control in response to the ambitions of his younger and better educated employees, thus increasing the discontent of the entire work group which he supervises.

### **Responsibility and authority**

Each foreman was asked to estimate the general level of his responsibility and authority, as well as the amount of authority delegated to the people working under his supervision. The foremen's estimates of their own responsibility and authority were correlated with various other measures.

Those foremen who have had the most schooling rate themselves highest in responsibility. The foreman who rates himself high in responsibility tends to describe his own supervisor as being considerate in his behavior as a leader. The foreman, in turn, is described by his employees as being high in consideration, the initiation of structure, and influence. In other words, the greater the responsibility of the foreman, the more likely it is that the people working under him will describe him as being considerate of their welfare, as clear and direct in explaining what is expected of them, and as effective in dealing with his own superiors. Workers also tend to describe their work group as strongly supportive of the company when their foreman rates himself high in responsibility.

Older foremen describe themselves as having more authority than younger foremen. Foremen who rate themselves high in authority describe their own supervisors as highly considerate. They also describe the work groups which they supervise as strong in their support of the company.

Supervisors of large units delegate more freely than do supervisors of small units. Employees are better satisfied with management, and with their own advancement, when their foremen delegate more freely.

### **Workers' descriptions of leadership**

Workers who describe their supervisor as high in the consideration of their interests and expectations also describe their work group as highly integrated. Considerate behavior on the part of the supervisor is also associated with group drive, high group production standards, and support of the company.

Both consideration and the initiation of structure are related to employee satisfaction. Thus, when the supervisor considers the welfare of his employees, and when he lets them know clearly where they stand and what they are expected to do, then workers are highly satisfied with their pay, job security, recognition, and freedom to use their own judgment. They also tend to be strong in their support of management and of the company.

When the supervisor is described as high in the representation of the interests of his employees, his work group is described as more highly integrated, and his employees are better satisfied with their job security, with freedom to use own judgment, and with the company.

### **Employee satisfaction**

The averages of all the employee satisfaction scores fall on the positive side of the scale. Attitudes toward company, management, and own freedom of action on the job, are particularly high.

Attitude toward the nature of the job is not highly related to other aspects of worker satisfaction. However, all other aspects of satisfaction are rather highly intercorrelated. All aspects of satisfaction are positively related to group integration, as described by the workers themselves. Satisfaction with pay, management, job security, and freedom to use own judgment, are significantly related to group productivity standards. Satisfaction with job, company, management, pay, job security, and recognition of contribution, are related to group support of the company.

Satisfaction with pay is significantly related to group integration, group productivity standards, group support of the company, and group drive. These are critical dimensions of group behavior. Any marked change in attitude toward pay might be expected to exert effects throughout the organization.

All aspects of employee satisfaction are positively related to the productivity standards of the group, as described by the foreman of the group.

Satisfaction with company, management, freedom of action, recogni-

tion of contribution, and job security, are related to the consideration and structuring behaviors of the foreman. Satisfaction is higher when the foreman considers the interests of his individual workers and when he lets them know exactly what is expected of them.

### **Employee expectations**

Employees report that their expectations have been more fully realized in respect to pay, freedom of action, and recognition of contribution, when they work under a foreman who is high in consideration. Their expectations relative to freedom of initiative are more fully realized under foremen who do not surrender their leadership to other persons. Expectations relative to pay are more frequently realized under foremen who are active spokesmen in representing the interests of their employees. Employee satisfaction is highest in those areas in which their expectations have been most fully realized.

The extent to which employee expectations have been met is highly related to group integration. Group integration is higher when expectations relative to management, pay, freedom of initiative, recognition, and security have been realized.

### **Workers' descriptions of work group**

Workers who describe their work group as highly integrated, strong in its support of the company, and

agreed in setting high production standards, also tend to exhibit a high degree of satisfaction with pay, job security, recognition received for good work, and freedom to use own judgment. They also tend to be highly satisfied with the company and with management.

### **Behavior of foreman's supervisor**

Each foreman described the leader behavior of his general foreman or department manager. When the foreman describes his own supervisor as high in the enactment of the leadership role, the foreman is described by his employees as high in the initiation of structure. That is, when the general foreman does not surrender his leadership to other persons, the foreman under him tends to act in a manner which lets his employees know what is expected of them. Foremen tend to rate themselves high in responsibility and authority when they describe their supervisor as high in considerateness.

The leader behavior of general foremen is also related to employee satisfaction and group descriptions. When the general foreman is described as high in the enactment of the leadership role, employees under the foreman whom he supervises exhibit a comparatively high degree of satisfaction with company, management, advancement, and recognition of contribution. When the foreman describes his supervisor as high in consideration, the foreman's employees describe their work group as

strong in drive and enthusiastic effort.

### **Foreman's descriptions of workgroup**

When the foreman describes his work group as cohesive and highly integrated, his employees report themselves as being well satisfied with their job security, and as strong in their support of management. When the foreman reports that the group which he supervises maintains high standards of productivity, his employees report themselves to be well satisfied with their pay, freedom to use their own judgment, job security, and recognition received for good performance. They also are very strong in their support of management.

### **Discussion**

The results discussed above are based on the significant relationships that were found among 50 different measures that were intercorrelated. The non-significant measures have not been mentioned. The relationships between these 50 measures and various measures of organization effectiveness have not yet been analyzed.

Of particular interest in the above findings is the strong impact of foreman behavior upon group behavior and employee satisfaction. Employee satisfaction is higher under foremen who are most considerate of employee interests and who clearly structure the expectations of their employees.

Foreman consideration is highly related to group integration. The behavior of the foreman's supervisor is also related to employee satisfaction. Employees are better satisfied when their general foreman actively exercises his role as a leader.

Another area of interest is the relationship of employee satisfaction to group behavior. Employee satisfaction is positively related to group integration, group support of the company, group productivity standards, and group drive, all of which are critical dimensions of group behavior. The satisfaction of employee expectations is strongly related to group integration.

No attempt will be made to evaluate these findings, except to point out the fact that they provide a picture of well balanced operations and achievement.

We do not know the extent to which the findings for this company can be generalized and extended to apply to other companies. We have discovered respects in which the recommendations that might be made to this company would not apply equally well in other companies that have been studied. It will be necessary to study a large sample of companies in order to discover the range of structures and conditions that prevail, the range of recommendations that may be applied to companies in general, and the limitations that must be considered under specific conditions. It is only through systematic



research and a wide range of cooperation that the data necessary for these purposes can be obtained.

This report was written to illustrate the general nature of the method of analysis for individual companies. A larger body of data will be con-

sidered in the final report of findings. However, the same objective method of analysis will be employed in attempting to determine the patterns relationships that appear in all companies, and those that appear only in specific kinds of companies.



"The foreman? ... sure, ... see that big pile of slag over there ..."



# Wet Your Lips

by dick ashbaugh



THE OTHER EVENING as I sat on the lawn applying a light to some mellow old anchor chain—I am a chain smoker—my wife startled me with a girlish little scream.

"Just what I've been waiting for," she gurgled. "The Goldrocks Studios are having a special on men's portraits!"

"You have a portrait of me," I announced calmly. "That nice one the government took with a complete set of fingerprints."

"Oh, that fuzzy old thing. Looks like they shot it through a bowl of goldfish."

I looked around for the Thought Police, but fortunately they were working on the next block. "You shouldn't talk about the government that way," I warned her. "Besides, if you think you're going to get me down there for a portrait you'll have to carry me."

Early the next morning my wife dropped me with a thud in front of the Goldrocks Studios.

"Your appointment is at nine. I'll do some shopping and stop around

for you later. Don't forget to wet your lips."

I padded into the reception room, my sneakers leaving scarcely a mark in the deep carpet. A young lady whose hair-do would have interested the wrens ushered me into a small room.

"Mr. Charles will be here to type you in a moment," she said wearily, and went away.

Mr. Charles and an assistant, both swathed in long smocks, circled wordlessly around me. "What do you make it?" Mr. Charles asked finally.

"Door-to-door salesman," said the assistant. "Probably kitchen appliances or those new bug bombs everybody's so nuts about."

Mr. Charles stared moodily. "Turn

him over to Beeblots in Stock Clerks and Minor Executives. Light him from the left. F-2 at three-fifths on Super Pan and give him something to play with—maybe a telephone." He suppressed a yawn and melted into the panelling.

Beeblots was small and nervous. "Ever have one of those days everything goes wrong?" he asked, strapping me into a revolving metal chair. "Don't answer. Anything I hate is people blabbing when I'm try'na work." He switched on a battery of lights, blinding me temporarily and disappeared.

Suddenly from the shadows a huge box containing a single staring glass eye roared down a track aimed directly for my head. While I awaited decapitation, it stopped inches away and then backed up. From the caboose Beeblots popped out angrily. "Wet your lips!" he screamed, and sank back under a black hood.

Smoke boiled upward from the box and the tiny drivers groaned as it gathered speed and raced down the track again. Beeblots peered from the cupola, frantically twisting dials and pulling levers. The great eye, centered directly on my forehead, grew ominously larger. Suddenly there was a shrill whistle as Beeblots threw on the air brakes. I heard the sustained clicking of mechanism, followed by a sharp hiss, and the great eye blinked once.

"Okay," said Beeblots, "get lost." He drew out a handful of black metal plates and threw them on the floor with a crash. "And don't come whining around when you get the proofs. I can't make something out of nothing."

Out on the street I walked several blocks with my wife without speaking. "I know what's the matter with you," she said finally "You forgot to wet your lips."



# The Philosophy of **GOOD** Labor Relations

*by Charles A. Kothe*

THE WORD "PHILOSOPHY" is about as much overworked these days as the word "realistic." It has almost become a standard cliché to make reference to the philosophy of virtually every management function. Such is the result of a failure to distinguish between techniques, such as communication and participation—and principles, such as paternalism and despotism. Then, too, there is a tendency to bundle the whole gamut of labor or industrial relations into neat generalizations with overtones about human relations. Such platitudinous treatments generally wind up appearing to have gilded the Golden Rule. In some cases a claim is staked to its discovery.

A few years ago, under some banner of togetherness, an organization held a joint conference in Tulsa, with representatives from management, labor and the clergy in attendance. Great care was taken to identify and integrate the three classifications by use of place cards with the designation "businessman," "minister," and "labor leader" at each plate. The general assembly was then divided into small conference groups, keeping in

careful balance the proper distribution of the participants. Each group had its panel leader and reporter. When the conference reconvened, with convincing uniformity each reporter summarized the separate conferences by stating that the problems which confront labor and management today could best be resolved by use of the Golden Rule. This meeting was considered of such significance that every word of the reports of the general assembly was recorded by a court reporter.

One of the members of the group seemed to articulate the general desire by moving that assemblies of this nature more frequently convene and that each group bear the responsibility for stimulating attendance and participation. Thereupon one of the clergymen rose to exclaim that if certain churches were to be considered as sponsors, his church would have to decline participation because of their opposing viewpoints. A crossfire of verbalization on their respective creeds was subdued by the mastery of the chairman of the meeting.

Then, one of the representatives

of organized labor arose to express a similar note of incompatibility. He complained of the apparent domination of the meeting by the Trades Council, to the exclusion of some of the independent unions.

To avoid a full-blown controversy, the chair hastened to entertain a motion to table the proposal to continue such conferences. To my knowledge no other such meeting has since been conducted in the community.

In one afternoon, labor, management and the clergy discovered the Golden Rule in principle, and lost it at the first opportunity to put it to test.

There are no pat answers nor prim formulae to unravel the complexities of this field.

Last year at a U. S. Chamber of Commerce National Labor Relations Conference in Washington, Mr. J. Levine Moody appeared as keynote speaker. I was impressed by his reference to a prophecy concerning the status of the industrial society in the year 2000. He quoted from a prediction which had appeared in the *Washington Post*, to the effect that at the turn of the century, big labor and big business will have wed, to the prejudice of the public. Such, he commented was inevitable under a philosophy of power without responsibility.

The thrust of my remarks about ideas that mold a philosophy of labor relations will be to place emphasis upon the increasing importance of managerial responsibility.

Out of the welter of words written and spoken on the subject, all authorities seem to reach the same basic conclusion, differing only in method of approach. Underlying the complexities of our highly specialized and organized society, the need to preserve the dignity of the individual is identified as a foremost responsibility.

William Whyte, Jr., whom you may remember for his "Is Anybody Listening" series, has most recently dissected the so-called "organization man" in his book with that title. After chapters of searching analysis, at page 400 in his book he concludes that "the central ideal—the individual—must be the paramount end."

The danger of the individuality of man becoming dwarfed in a world of material things is real. Sen. Barry Goldwater, in an analysis of power politics, made an interesting point by his statement that our greatest immediate enemy is not communism, but materialism, the consequence of communism.

While meeting the current challenge of penetrating the mysteries of outer space, we cannot wisely obscure our basic challenge—the continuing search for the values of life itself. In the final analysis, this becomes the development of a purposeful character in man. We sometimes generalize this thought by vague reference to the growth of our spiritual nature.

A rather interesting expression of industrial philosophy, with a catchy

title, has been authored by Harold Ruttenberg under what he calls "humanation." This he describes as the "full release of the human creativeness of the working and managing forces, voluntarily cooperating with each other to apply their creative energies to their daily work through organized programs of joint participation in the productive process."

Humanation centers upon the individual and not the tools.

The results he predicts would not only provide "higher living" standards and greater profits, but new dimensions in the lives of the participants in that they would achieve a greater meaning to personality and add dignity to individuality. So far so good.

To achieve this full creativeness, he turns to an economic panacea by advocating a pay-by-the-year program that assures an adequate annual income to everyone.

Ruttenberg's description of the resistance of both management and labor to basic change in techniques appeared to be the predicate for his doctrine of humanation. This is a grim reality and, as he represents, the humdrum of collective bargaining procedures follows a monotonous pattern established in the late thirties under environmental and economic situations entirely obsolete today. We see much of this, especially in the smaller companies. The habit pattern of annually compromising language and repairing semantic im-

perfections, sometimes aggravated by an irresponsible arbitrator, follows the same general format. Notwithstanding the daring and ingenuity of management to explore untried areas for improved methods of planning, merchandising and production, little has been done beyond the conference table to change the mold.

The philosophies or ideas underlying the managerial approach to labor relations may be classified generally in the chronological order of development as follows:

ONE—Scientific management—with emphasis upon the job and simplification of human motion to perform it.

TWO—Managerial humanism—with emphasis upon employee attitude in the industrial environment.

THREE—Managerial responsibility—which carries forward certain vestiges of the past—but which introduces a new emphasis upon enlarging the opportunities for the individual to relate the significance of his job to his responsibility in the total of society.

Scientific management was introduced at the turn of this century through a procedure developed by Frederick Taylor known as "job specialization." It was said, for example, that by merely simplifying the motions of a foundry worker, a man could be taught to increase his daily shoveling capacity from 12 and one half tons of pig iron to 47 tons.

(Continued on page 36)

To Learn About . . .

## TOMORROW'S MANAGEMENT TODAY

Management, Education and Science in the Space Age

### REGISTER NOW FOR THE NATIONAL MANAGEMENT ASSOCIATION 35th NATIONAL CONFERENCE

Statler-Hilton Hotel, Los Angeles, California

October 22, 23, 24, 1958

### FEATURED SPEAKERS

**Thomas E. Millsop**

*President, National Steel Corp.  
NMA Management Man of the  
Year, 1958*

**General E. W. Rawlings**

*Commander, Air Materiel Com-  
mand, USAF*

**H. J. Post**

*President, Post Products and  
Former NMA National President*

**Scott Crossfield**

*Test Pilot and Engineering Design  
Specialist  
North American Aviation, Inc.*

**David Rees**

*Business Editor, Los Angeles  
Mirror-News  
NMA Free Enterprise Newswriter  
for 1958*

**Philip M. Talbott**

*Senior Vice-President, Woodward-  
& Lothrop  
Chairman, Chamber of Commerce  
of the U.S.*

**Harry P. Jeffrey**

*Secretary, Foremanship Foundation  
and  
Leading Management-Labor  
Attorney*

**B. F. Coggan**

*Vice-President San Diego Division  
Convair—A Division of General  
Dynamics*

# 1958

Thursday

Char

Senior Consultant C

"Brainstorming  
of M

Les

Manager Pe

Ryan Aer

"Civic R

Tom G

Gordon &

"Communi

W

Max

Training Speci

C

"Motivation

Edward Stain

Professor and Chair

Psychiatry, Univer

"Tensions-

Special Pa

F

Friday,

3:00

Engineering  
in the

# 958 Conference Leaders

**Thursday, October 23**

**Charles H. Clark**

*Senior Consultant Creative Thinking Courses, Inc.*

**Brainstorming—Newest Technique  
of Management"**

**Lester Gehres**

*Manager Personnel and Security,  
Ryan Aeronautical Company*

**"Civic Responsibilities"**

**Tom Gordon, Ph.D.**

*Gordon & Farson Associates*

**"Communications—Handle  
With Care"**

**Max B. Skousen**

*Training Specialist, Lockheed Aircraft  
Corporation*

**"Motivation Ideas That Work"**

**Edward Stainbrook, M.D., Ph.D.**

*Professor and Chairman of the Department of  
Psychiatry, University of Southern California*

**"Tensions—Mental Health"**

## Special Panel Discussion Feature

**Friday, October 24**

**3:00-4:30 p.m.**

**Engineering Management  
in the Space Age**

**Friday, October 24**

**W. J. Alexander**

*Acting Superintendent, Pacific Division,  
The Standard Register Company*

**"Method Change—A Constant  
Challenge to the Foreman"**

**J. L. Budros**

*Manager of the Personnel Department, Convair,  
A Division of General Dynamics Corporation*

**"Performance Improvement Through  
Management Development"**

**Robert D. Gray**

*Director Industrial Relations Section,  
California Institute of Technology*

**"Labor Relations—Where  
Are We Going?"**

**Dr. Robert N. McMurry**

*McMurry, Hamstra & Company*

**"Decisiveness: The Hallmark of the  
True Leader"**

**Latham Pollock**

*General Superintendent, Development and Fabri-  
cation, North American Aviation Company*

**"The Meaning of Delegation"**

**Dr. William C. Rust**

*President, California Western University*

**"Management Profile"**



## Good Labor Relations

(Continued from page 33)

The early day specialists in this field required the man for this job to be as strong and as stupid as an ox. Thus, a man became so many motions in a job, a kind of total conditioned reflex. The effort produced the predicted results in increasing productivity; and man, with tutored simplification of motion, began to simulate a machine. But the philosophy of scientific management failed to satisfy the yearnings of the worker which were unmistakably human—and quite different from those of an ox.

Scientific management was not displaced, but modified only during an era of industrial paternalism, much of which lingers today in the varicolored cloak of so-called "human relations."

Under this approach, management became the self-appointed benevolent father—the corporate group was referred to as "one big family." The first outcropping of pensions, group insurance, stock ownership, profit-sharing plans were fruits of this approach. Modern trappings such as country-club memberships . . . umbrellas for rainy days, and the vast array of so-called fringe benefits are in many cases but a carryover of this philosophy.

It has been estimated that 20 per cent of the payrolls of U. S. employers may be traced to built-in paternalistic benefits.

In an address before the National Office Management Association, Wilburt Scheer disclosed that United States corporations pay out far more money for employee recreation than municipalities spend for all the public parks and playgrounds in the country.

Yet, the workers' response to the synthesis of human touches proved a disappointment.

It is not my intention to depreciate the value, and even importance, of economic participation programs, but the point is that such are not of themselves implements to sound industrial relations and do not provide the philosophy. They are only symptomatic.

Paternalism inevitably failed to meet the workers' greatest needs, which were non-economic.

The Steelworkers Union, in one of its earliest publications, carried an editorial comment on this point, saying:

*"One of the compelling motives for union membership is the desire of workers to give their personalities dignity and their lives a meaning. They join unions to become something more than a check number. They crave to be recognized as human beings. The dynamic quality, the militancy of the crusading spirit of the labor movement, especially of CIO in the last decade, were nurtured by the failure of management to satisfy the non-economic needs of the workers."*



This might be considered overly dramatized, but modern research tends to support its theme.

In a very comprehensive survey reported by *Nation's Business*, the 10 items of greatest importance to the employees, in the order of their importance were listed. This survey was designed to sample the workers' evaluation of 10 items of job motivation, and also to obtain the supervisors' evaluation of the same factors. Contrary to the managerial guess, the employees did not place wages as first in importance, but instead, "full appreciation of work done." Neither did they place wages second on their list, but instead "feeling in on things." Third in order of importance to the employees was another intangible, "sympathetic help on personal problems." Fourth, was "job security" and "good wages" ranked fifth on the list.

The supervisors on the other hand placed wages as number one. Last on their list was the item "feeling in on things" which was ranked second by the employees.

The disparity of the two viewpoints is not new. Neither is the employee reaction unique to our times.

David Houser, in an excellent book *What People Want from Business*, published in 1938, ascribes industrial unrest to the same basic misconceptions and over-simplifications concerning the motives of men in their work. In the preface of his

book appears an interesting anonymous poem:

*Hereby lies the tragedy of our race,  
Not that men are poor,  
All men know something of poverty;  
Not that men are wicked,  
Who can claim to be good?  
Not that men are ignorant,  
Who can boast that he is wise?  
But that men are strangers.*

The greatest cause of controversy in industrial relations is the condition that allows men to be strangers to their common problems. My work regrettably is most frequently at the level of controversy, and a large majority of the cases involve a problem of indifference or lack of understanding.

The significance of the survey reported by *Nation's Business* lies in the fact that the first three items regarded by employees to be of utmost importance cannot be provided by any outside organization. These are but symptoms of the basic hunger of men for identity—for recognition.

No one has ever improved the explanation of effective motivation contained in the words "Man does not live by bread alone." It is said, "The business of philosophy is not so much to explain things, but to find things which explain themselves."

The break-through resulting from the consistent pattern of such studies is reflected in the dawn of a new philosophy, joining the worker, the job, and the management in a new

denominator of enlightened responsibility. Pension programs under such a philosophy open the way to consideration with equal emphasis upon administration as well as initiation of the program. Increasing attention is being given to the impact of retirement upon the individual. Preparation for sudden cessation of work and in general an assumption of responsibility for better understanding of the non-economic problems of the superannuated employee has become an intricate part of retirement programs.

This touches the central theme of my approach to this subject. It requires a balanced application of the overworked words "communication" and "participation."

To be released from the harness of monotony, the employee must know and feel the place of his job in the industrial community and in the community at large. This may seem exceedingly academic.

If just an appearance of satisfied workers were all that the philosophy of responsibility required, we could accomplish this chemically. The salt pill dispensers could be displaced by tranquilizers.

The imperfection of the philosophy of pacification at any cost is magnified when its procedures fail to produce the predicted results.

A typical illustration occurred during the course of the past year when an employer called our office to report that he had just been visited by representatives of a labor organiza-

tion who claimed to represent a majority of his employees. He said. . . .

*"This just cannot be! My tax people tell me I have the finest profit sharing plan in Oklahoma. I personally have signed the notes of a large number of our employees. In fact, I have made it a practice to provide them with about anything within reason they have requested. Our place is air conditioned . . . it is a model plant . . . I just don't get it. It just goes to show you that it doesn't pay to be human."*

~ He may better have said, "It pays to be human but not to regard a human being as a slot machine."

An analysis of his problem disclosed that his employees had actually lost respect for him as a manager. His approach had been with emphasis upon appeasement. Not that the programs he introduced were not worthwhile, but when such were not related to anything more fundamental than following the latest fringe fads, they were bound not to succeed. Such procedures are not self-executing substitutes for managerial responsibility.

*Probably the most costly executives on the American scene are those who have compromised the function of management by a career of appeasement. I am thinking of one industrial relations director whose policies have cost his industry staggering sums. Notwithstanding his record in the home office of labor*

peace, he is a protagonist of the kind of program that breeds contempt. Known as one who will ultimately pay well to avoid the exercise of managerial discipline and responsibility, he has established precedents that have been costly not only to his own company but also to his industrial neighbors.

I don't know who originated the expression "Management must manage," but I first heard it from Harry Woodhead, when he represented top management at Douglas in Tulsa. He referred to this principle as the goad of responsibility that cannot be compromised without changing the system. The philosophy of job enlargement applies no less at this level.

The philosophy of managerial responsibility of the business organization, large or small, must extend beyond the plant gate. In the words of Peter Drucker, in his book, "The Practice of Management":

*"The business enterprise must be so managed as to make the public good become the private good of the enterprise. Realization of this new principle in the daily actions of business is the best hope for the future of our country and society, and preservation of our way of life."*

Labor relations includes all the people, not just the workers in organized labor, the top men of industry, but every member of the business organization.

This responsibility extends beyond the so-called business community to

the total of society. There is no need for restraining the penetration of business into the area of public affairs. Indeed, even into the field of practical politics through programs of enlightenment.

The most recently published Gore report on Special Privileges and Elections is sickening through its distortion. The great misfortune is not that management has been engaging vigorously in the fields of political activity to which the report makes reference, but the tragedy lies in the truth that business has not been sufficiently active and effective in this field of emphasis.

One of the most aggressive, and to me, exemplary programs undertaken by any industry in America is that under the leadership of L. R. Boulware of General Electric Co. He says:

*"We have got to realize that to keep from failing as commercial leaders from here on, we must first become deserving of success as human leaders, as Americans, if you will, as business men and citizens doing our larger job. From here on sound political accomplishment in the true sense is a requirement for any continued commercial success of the type we seek—continued improvement in our standard of physical living and spiritual well-being."*

Boulware programs of communication, with sound objective economic information and citizenship problems, are handled through conference techniques, publications, use of all

public relations media, and are designed not only to reach their employees but all others within the range of their leadership.

The General Electric Better Business Climate program is pegged to the individual's contribution as a good citizen in the formula:

"Study up—so you can tell the right from wrong."

"Line up—so you can practice what you preach."

"Speak up—to make sure others have the facts."

"Join up—to gain the strength of unity."

"Build up—to move forward instead of backward."

Johnson and Johnson Band-aid Co. has instituted a sound-government program for its employees as a result of which at least 40 of its people, representing both parties, now hold elective and appointive governmental offices.

Bruce Palmer, President of Mutual Benefit Life Insurance Co., established a non-profit, non-partisan service organization to conduct practical politics workshops for businessmen at key universities throughout the nation.

Business is not an end in itself, but in the final analysis shares with other social forces a vital relationship to the total of society, not the least of which requires an interest in good government. The quality of government is in direct ratio to the

quality of those who effectively participate in practical politics.

This approach is not anti-union for the sake of it, but pro-democracy for the preservation of it. We have enough inventory of the things we are against; the larger responsibility is to assume an energetic role to maintain what we stand for—and first of all to know what that is.

Unless management assumes its responsibility for programs of enlightenment on subjects such as the economic and political relationship of the worker and his job, the worker's viewpoint may become distorted by a medium of communication which fosters distrust.

In March, 1948, a CIO leader on the Pacific Coast made the following statement:

*"Do we develop, agitate, educate or propagandize our men to be more loyal to the union than to the employer? You bet we do. No matter what happens in these proceedings we will never do otherwise. It is our union policy and an official policy—that they can't trust an employer; that if they depend upon an employer for any type of security or fair treatment, they'll get stung. And that is what we tell them; that their security comes through the union; and that their living comes through the union."*

It is neither my purpose nor desire to leave the impression that because of the unspeakable, and anti-social conduct of certain corrupt

leaders of labor, that organized labor is pernicious through and through. It would be utterly unrealistic not to recognize the labor movement as intimately a part of our social processes.

Our role as men of management is to rise to the challenge of restoring balance through a program of enlightenment.

In summary, the philosophy of good labor relations requires the assumption of managerial responsibility to the whole community, with emphasis upon preserving the individuality of man, whose destiny lies not in the perfection of a materialistic plan but in the performance of useful service in accordance with the will of God.

---

*by Robert D. Hulme*

*... last half of a two-part article concerned with the history of modern management and the role of management today, with a multitude of company examples, and lessons for the beginner ...*

## **a concept of management**

One way to analyze the managerial aspect of the manager's job is to think in terms of what he does. Using this approach, the work of management may be divided into several processes.

Planning is used in the sense that management is responsible for determining what is to be done to accomplish the purpose set for the enterprise and the methods by which it can be accomplished. This would include clarification of the business objectives, establishment of policies, mapping of programs, determining methods and procedures and fixing daily work schedules. In effect, any-

thing by way of outlining future courses of action, be it a program of capital investment extending over a decade or a work schedule for a gang of three men for one day hence, falls into this category of planning. So does establishing a policy on working hours affecting thousands of employees or asking one man to work overtime.

Here the management employee is charged with the grouping of all activities necessary to carry out the results of planning, and defining the relationships of all persons associated with fulfilling the goals of the enterprise. The efforts of employees

must be divided when more than one person works for a business; the duty of assigning responsibility and delineating functions falls to management.

Management must bring into a harmony of useful effort all the interrelated units of the organization. To do this requires issuing instructions and obtaining acceptance, communicating, interpreting, and achieving a successful, economic, profitable and integrated performance from the working force under each individual administrator's jurisdiction. To a president, this may mean motivating and integrating many thousands of workers; to a foreman, it may mean bringing together a dozen men into a harmonious team.

### **Follow-up called for**

Managers must observe or see that actual results correspond as closely as possible to plans. This includes establishing standards, feeding information back to interested persons, comparing results to standards and executing corrective action when performance deviates from established plans. Sometimes this is called "follow-up" or discipline. Regardless of term, management must not only set standards and gain cooperative effort, but is responsible for obtaining the desired results indicated by its plans. When results do not correspond to plans, management is responsible for proper remedial action.

Management naturally cannot take place without some relation to actual

operations; there are no "managers" without someone or something to administrate. Just as a company is divided into production, marketing, accounting and so on, management can be separated into areas of responsibility; or as we have seen: planning, organizing, coordinating and controlling. Management then is the sum of all operational functions and their own administrative processes. Management is not an isolated function of business, but is truly an integral part of all the departments.

Even with the technical aspect of an administrator's work, together with the purely "managerial" aspects of his job, the picture is still not complete. The third part, the human element, is the missing phase of this outline. Authority alone is not enough to get a job done correctly and on time. Even the most formidable "boss" in the world—the army top sergeant—is nothing without the cooperation of his troops. The ability to exercise authority lies with the persons to whom orders are given and not the "persons in authority" who may issue the orders. Although authority is implied in the delegation of responsibility, people must be cajoled into responding to orders. In this context it becomes imperative that administrators understand people and be willing to consider each individual as a unique personality that must be dealt with as a complete entity unto himself. In many ways, this third phase is the hardest aspect of administration. A person, through

diligent application, can acquire technical skill; through concerted effort he can master the tools of administration; but, to "learn" to influence people, to guide, direct and inspire them is a quality that is hard to obtain. A supervisor is well on the way to managerial success if he at least appreciates the importance and differences of each individual worker.

### And more expansion

Possibly the job of management is now beginning to take shape. There are three basic aspects—technical comprehension, managerial processes and human understanding. Is it necessary that there be three? Aren't one or two enough? If it were so, we could assume that all that is required to be an effective member of the management group is to be a first-class mechanic, research chemist or key-punch operator. Or, it would require only that we know the elements of administration, be able to give orders, delegate work, approve quality and develop schedules. Or finally, it might only be necessary for a person to be a jolly good fellow, a friend of the people, who remembers your wife's first name, that you work best at 72°F. and have three children. Many successful managers agree it takes a combination of all three. It might be added that the better equipped a supervisor is in each role, the more service he can offer to the enterprise for which he works.

One aspect of this development of the concept or function of manage-

ment in a corporation has been overlooked. Reference is made to the sort of personal characteristics that are needed by an administrator. Some writers in this field believe that there are so few men, maybe one or two in 10,000, qualified for management jobs, that to enumerate their qualities would be foolhardy. Many firms have several thousand employees designated as "management"—possibly as high as 20 per cent of the payroll. It is not necessarily true that all these people are 100 per cent management according to the concept developed above. At any rate, with so many people in industry categorized as administrators it may actually be worthwhile to identify one set of standards for qualification to this bracket.

In going through these qualifications bear in mind that managers are managers in varying degree. Therefore, what qualifications a manager who is *all* manager (and performs no technical duties) requires, may be different from a "manager" who is mostly "working" and doing little administration. Keeping this note in mind, a set of characteristics may be:

*Dynamic temperament.* A manager must be a doer, an active, imaginative and dynamic innovator with a high degree of drive, aggressiveness and creativeness. The unenthusiastic, quiet introvert is good for many occupations, but could hardly be expected to inspire others to work at top efficiency. (See next page)



**Empathy.** A manager must have a capacity to see and feel from the point of view of others. He must be able to become detached from his own feelings and *feel with* his associates, see as they see, understand as they understand. *Empathy* is an intuitive process where a person intellectually projects himself into another person. It is unlike *sympathy* which is a sentimental regard for another person's emotions.

**Judgment.** Management work depends upon a high degree of intelligence and common sense or judgment. This does not imply a high degree of academic proficiency, but an ability to assimilate, integrate and evaluate data and come up with correct answers. A list of degrees after a name never made a manager a manager; but, education can and often does equip a man with the mental agility and comprehensiveness demanded by his position.

**Leadership.** Management by definition is leadership. Leadership may be defined as behavior which influences people to cooperate in attaining common and acceptable goals. Leadership is not awarded by investing rank upon someone to symbolize authority over others. It is the follower and not the leader who actually determines what and how much will be done. If a superior is to move a person to action, he must obtain the assent of the individual. To obtain assent is leadership.

**Self-reliance.** Management is a lonely job, especially in the upper regions of the organization, and a man must depend on his own resources. Calculated risks are part of the job; the basically insecure will be troubled with grave anxieties in a management job. If a person cannot make up his own mind, that is, make decisions and stay with them once made, he will probably fail in a management post.

These are five broad requirements for management. There are others of a more specific nature that are worthy of notation. Among these might be included: ability to see the broad picture and not be fogged by detail and short-run implications; ability to make decisions based on long-run goals rather than temporary expediency; capacity and desire to delegate responsibility and corresponding authority; open-mindedness to superiors and subordinates alike; willingness to lose support of others by taking a firm stand on unpopular events and maintaining an independence of thought and action; ability to relate seemingly unrelated events and draw on past experience to aid in the comprehension of current affairs; ability to integrate or coordinate many varied interests and activities at the same time.

There are two general theories about the destiny of capitalism. The more optimistic of the two believes capitalism will perpetuate itself indefinitely, whereas the other school

sees a socialistic replacement; the latter group even sees much evidence of socialism in our society today. One economist, James Burnham, does not believe either is the case. He maintains that we are in a period of transition from capitalism to "managerialism," from a capitalistic society to a "managerial society." There is no struggle for power in this transition, he says, but a constant shifting of influence from the capitalistic class to the managerial class—the men who organize, coordinate and direct the factors of production.

Whether or not you agree with Burnham, there is truth in what he says to the extent that managers are becoming more influential in business and national affairs and that

more attention is devoted to the manager as a professional man than ever before. As the role of managers grows larger so do their responsibilities; it behooves each supervisor to be mindful of his obligations to his employer, to the community and to his fellow employees. By looking upon the jobs held today as the most important role played in your "company lives," by making a "profession" of management work, by giving close attention to technical skills, to managerial duties of planning, organizing, coordinating and controlling and through human understanding (not sympathy, but empathy) to win the right to influence subordinates, the job of management will constantly grow in stature.

*Condensed from the JOURNAL OF THE ASTD; copyright, 1957, by McGraw Hill Book Co., Inc.*



**"You scored two points above 'mentally deficient' on our aptitude test. I'd like to think differently . . ."**

# too tired?



*Yes? Then chances are you're making poor decisions, acting short-tempered with your family and business associates, suffering too often from low morale, and looking older than your years. Here's what you can do about it.*

**By Harry J. Johnson, M. D.**

Medical Director, Life Extension Examiners

**I**F YOU'RE CONSTANTLY tired you have plenty of company. Every third business executive (\*) complains of chronic fatigue. Many, convinced that the cause is an organic one, seek medical advice for a condition which only they themselves can cure. That "old tired feeling" is costing Americans millions of dollars in needless medical bills, exacting a high price in lowered business efficiency and carving great slices out of our daily happiness.

You should not drag listlessly along fighting a day-to-day weariness which you stoically blame on your job or charge up to some other re-

\*From studies made by Life Extension Examiners.

sponsibility. You should recapture your old zip no matter what your age, where you are or what you do.

But to beat fatigue, you must first understand the nature of the beast. Once armed with a knowledge of its abstruse causes and subtle effects, you will be better able to pin-point your own particular brand.

*How does fatigue affect your morale?*

For some unexplainable reason, fatigued persons seldom recognize the personality changes wrought by their lassitude. Like youngsters who never admit they are tired at bedtime, they grow unreasonable, irritable and are upset by the most trivial incident. Whatever patience and tact they

possessed give way to impetuosity and intolerance. The effect is a torpedoing of both personal and public relations.

From a morale standpoint, the result is depressing. Because of his reduced work efficiency, the overtired executive quickly becomes frustrated and discouraged with his work, loses ambition and drive, grows moody and broods. He becomes unsure of himself, distrustful of the very abilities which earned him his position.

*Why do you get tired while others seem to be able to go on and on?*

There are individual differences in the energy potential between men just as there are differences in physique and temperament. You've got to recognize your own limitations and set your own standards.

Paavo Nurmi, the great Finnish runner, always carried a watch with him in his races. He referred to it, not to the other runners. He never hurried but insisted on running his own race, setting and keeping his own pace, clearly aware of his objective yet mindful of his own resources.

*Does fatigue affect your appearance?*

Of course we are all familiar with the weary "traveler" with bags under his eyes. But chronic fatigue etches many other telltale signs. Your face has muscles, too. When these tire, they lose their normal "tone" and produce a drawn look. The wrinkles made by a smile droop to a frown.

There's a dull cast to your eyes instead of their usual brightness. You hold your head a little lower, carry your shoulders a bit more forward. In short, you couldn't consciously do a better job of advertising fatigue!

*What does fatigue do to efficiency?*

You won't admit it, few do, but it is only a matter of time before cumulative fatigue becomes apparent in your business judgment. The symptoms usually start with an inability to concentrate, a reluctance to make decisions and a tendency to defer important business matters which require more than average exertion. Fortunately, the really big decisions in industry result from group discussion.

*Are there different kinds of fatigue?*

There are four distinct types. Most common and best understood is the *physical* fatigue from muscular exertion. Each of us at one time has experienced the tingling head-to-toe weariness following a day's physical work or strenuous exercise. This pleasant sensation is the body's way of signaling for rest and food. It is a normal, healthy fatigue.

If you ever had influenza or the "grippe" you will remember how quickly you tired during the first few days following your bout with the "bug." Under the circumstances, this fatigue was quite normal. Your body was fighting to throw off the so-called "toxic" effect which is a common aftermath of infection.

Periods of excessive fatigue can result from anemia or an under-functioning thyroid gland; overweight can drain your pep, too. We'll call this *illness* fatigue.

*Emotional* fatigue is a much more complicated problem, often requiring the help of a psychiatrist, psychologist or minister, the assistance of the immediate family, and the cooperation and self-help of the victim himself. The cause must be located and the sufferer must learn how to avoid the situations which provoke his neurosis. Frequently this detection and re-education process is long and complex.

The fourth is *tension* fatigue, a capricious weariness fused by the nervous system and subject to change without notice. It can come upon you instantly and vanish just as fast with a change of routine, a little excitement or a new interest. Many incorrectly refer to this as "mental" fatigue, but authorities agree that the brain has limitless capacity for work. Other parts of our body tire long before fatigue hits the brain.

*What type of fatigue have you?*

The chances are slim that yours is emotional fatigue. Its manifestations would be exceedingly troublesome. Since executive work involves little muscular activity, you can probably rule out physical fatigue, too. This narrows your field to either illness or tension fatigue. Most business executives suffer from the latter.

There is seldom one single cause contributing to chronic fatigue. Most often it stems from a breakdown of living habits—a failure to observe the generally accepted rules of the road to good health. Hand in hand with this disregard goes a certainty in the mind of the fatigued person that there must be something physically wrong to cause his perpetual weariness. Actually, most chronic fatigue results from the tensions arising from an imbalance of sleep, exercise, work and play.

*Is chronic fatigue a sign you should have a physical examination?*

If you are going to get to the cause of your fatigue, eliminate the obvious first. Make certain that your organic "house" is in order. Anemia and an under-functioning thyroid gland might be in back of your trouble. Other disease conditions may be keeping you below par. Overweight is a frequent culprit. No overloaded truck moves fast; your body is no different. Excess pounds produce sluggishness because you use more energy lugging them around, have little left for your job. Conversely, "crash" dieting can bring on fatigue. A thorough physical examination will explore these possibilities.

*Are drinking and smoking factors in fatigue?*

Contrary to popular belief, alcohol is *not* a stimulant but a depressant. What appears to be a stimulation is actually a depressing effect upon the

higher nerve centers of the brain which normally control and restrain a person's actions. Alcohol brings about a release from inhibitions.

An intelligent use of alcoholic drinks is by no means detrimental to health and may serve as a boon to relaxation at the end of a strenuous workday. But let the habitual lunch-time cocktailer take heed because his martinis actually depress intellectual functions, slow muscular action and may be responsible for his afternoon languor.

Since your fatigue probably arises from tension, tobacco may minimize or intensify your plight in relation to its use. The odds are you'll smoke more under tension, not from the real pleasure derived but because this gives you a temporary psychological release from your tension while, all the time, it's insidiously compounding your nervousness. On the other hand, if you take a break, light up a cigarette and make a point of enjoying it, it can furnish that brief change of routine so helpful in relieving tension.

*What sort of drugs are good for fatigue?*

Be careful of this one. Although there are drugs which can delay fatigue, their use is dangerous. Under no circumstances should you take any without first checking with your physician. Unfortunately, too, there are no miracle foods with anti-fatigue properties.

*What can you do about that four o'clock letdown?*

It's an accepted fact that energy, like the tide, surges and ebbs within the day. Mexico's siesta, England's teatime and our own notorious coffee break bear testimony to that. Tension fatigue can be made to vanish with a change of routine, so when you get that letdown feeling, don't fight it, take a breather. Stop what you're doing, change the scene a bit, have a cup of coffee or tea. You'll be refreshed for a new approach to your work.

*If you're overtired too often, what can you do about it?*

First, have a physical examination to rule out organic dysfunctions. If all's well in this area, start checking your living habits:

ONE—Exercise is the best antidote to tension fatigue. How much do you get? Your minimum should be three 15-minute walks a day, supplemented by such other pursuits as golf, tennis, handball, squash, bowling, etc. But let your physician decide how much of these more vigorous sports you should do. Beware the role of the "weekend athlete" who goes out once a week for strenuous exercise to "cure all of his ills." Monday morning usually finds him either dead or dead tired.

TWO—Too many tired businessmen think sleep is a waste of time; others can't slow down enough to get adequate sleep. A good rule of thumb

is eight hours of sleep a night, modified somewhat to your individual requirements but not curtailed to suit unreasonable demands. Start relaxing at least an hour before you retire.

**THREE**—Overeating and overdieting both produce fatiguing results. Tired businessmen are guilty most often of the former and too infrequently charged with the latter. The cocktails and temptingly rich dishes of the business luncheon are more easily absorbed by the expense account than by the stomach, especially when accompanied by the tension of business discussion. You may have to suffer through them, but, with restraint, you needn't suffer from them.

**FOUR**—Next, inspect your work habits. If you suspect your tension is caused by overwork, check these possibilities:

a) Overwrought and overworked persons impelled by notions of duty refuse to think of themselves. This places hardships on the very persons for whom they presume to be working so hard, on themselves and their families.

b) Is your overwork a defense mechanism thrown up to cover up some personal inadequacy or possibly a reluctance to accept some other responsibility?

c) Re-examine your workload.

Could a rearrangement of your time provide some relief? Perhaps you might delegate more of your work to others. Make the *most* of your time.

d) And, just as an experiment, try leaving your briefcase at the office some night. See how precious little work you really have been accomplishing at home. There are times, of course, when homework must be done, but let these occasions be exceptions not routine.

**FIVE**—Finally, consider your recreation. Are you so overaddicted to business you get none? When you leave the office at night, try turning your thoughts and efforts to a hobby or some community, church or other interest. The fact that so many successful businessmen do just this is proof that it works.

Of any single event during the year, your vacation is by far the most important. Here is a chance to sweep away those gathering mental cobwebs and relax. Don't compromise by taking Fridays. You need more time than that to unwind.

There's really no trick to beating fatigue. It's just a logical organization of your day-to-day living. If you're too tired too often, start now on a methodical search for the cause. When you have found it, cure it, and as you regain that old drive, you'll look back at your follies and chuckle.

---

To register for the NMA National Conference write to 333 West First Street, Dayton 2, Ohio, for a registration blank.



# Wages vs. Production

**W**HY HAVE COSTS gone up so fast, and why does industry find it so hard to cut them? Last week Federal Reserve Economist Murray Wernick gave as his reason the fact that industry has exaggerated the gains in productivity credited to production-line workers. These so-called gains form the basis for wage boosts, and also lead industry to exaggerate the wages it can give without increasing costs.


The reason for this disparity, says Wernick, is the vast increase in so-called "nonproduction" workers, which corporations often fail to take into account. Between 1947 and 1957, nonproduction workers increased by 1,400,000, or 55%, v. only a 125,000, or 1%, increase in production-line workers. Salary payments jumped even faster.

What caused the sudden rise is the research explosion that started in 1947, and continues today. Companies hired so many scientists, technicians and other professional workers to plan, develop and help produce new products that in some industries, such as aircraft and electronics, 30% or more of all workers are now technically classed as nonproduction employees. The automation that has led to a reduction in production workers has also brought an expanded need for engineers, technicians, clerks, personnel experts.

Yet no one knows how to gauge the productivity of such workers—or how much money they should get. On the standard measures, it often appears that white-collar employees drag productivity down. If only production-line workers are counted, productivity increased at an annual rate of 3.7% since 1947; if all workers are counted, the gain drops to 2.9%. Actually, says Wernick, the reverse may be true, since technical experts often make possible productivity increases. Moreover, how can industry measure the work of scientists who design a new machine or a new product that does not show up in the output figures for months?

For the immediate future, the big increase in white-collar workers saddles industry with high fixed costs that reduce corporate flexibility. The payoff, says Wernick, will come in the future: "Industry hired its salaried professionals to keep pace with technology, to cut future cost and increase productivity. For the long term, such workers give industry a solid investment base to reduce future costs as it produces future products. It will be able to pick up very rapidly without increasing costs much."

*Courtesy TIME; copyright Time Inc., 1958*



## Management Club of Greater Cleveland

### *Management Team of the Month*

★ ★

FROM OCTOBER 1957 through May of 1958 the Management Club of Greater Cleveland has presented what its members so aptly refer to as "The Million Dollar Educational Program" because of the superlative quality of instruction.

Thirty-seven top level executives and community leaders conducted 55 two-hour sessions covering eight different subjects. All time was donated by these men and not even transportation or dinner expenses were provided or expected. A conservative estimate places the aggregate salaries of the group at well over a million dollars annually.

Recruited from the ranks of Cleveland's leading business, financial, legal, and educational institutions, the instructors included: the president of one of Cleveland's most noted manufacturing firms, a college dean, a graduate school professor, eight vice-presidents from leading business firms and banks, a magazine editor, four top ranking attorneys, and numerous divisional or departmental managers. Five hold Ph.D. degrees

and all are proven successes in their respective fields.

To assemble and organize such a willing and capable group to share their experience and knowledge with subordinate level supervisors required time and effort and yet was surprisingly easy. A quality which helped these men reach the eminent positions they hold is a recognition of community responsibility and a willingness to give of themselves for the betterment of others. Certainly they are convinced that the training of management men is a contribution to the general health of American industry.

The educational committee first spent long hours reading, polling club members and analyzing, then planning, revising and reorganizing until they had produced a schedule of courses which satisfied them. Convinced after months of work that they had a worthwhile program prepared, a few of the members sought out top level executives in their own organizations. Response was uniformly favorable and some were even

willing to take on a course, while others were able to recommend top talent from other organizations.

Out of these first contacts grew what came to be known as the top level advisory group. Five executives and three education committee members arranged a luncheon to discuss possible instructors. Out of the mass of possibilities, each man selected a few, usually those whom he knew best, to call and ask for participation. Many contacted were eagerly responsive at the outset. Others were unable or felt unqualified but knew the right man. Some just couldn't afford the time, but in no instance was there any lack of courtesy or intimation that the group was being presumptuous.

After the third luncheon meeting of the advisory group the entire

panel of 37 instructors had been lined up. Since many of the courses had several instructors, luncheon meetings were held to map out the areas to be covered by each. At that time biographical data was collected which was later incorporated into a very presentable educational brochure. Arrangements were then made for class rooms, training aids, and for committee members to monitor classes and introduce instructors. Certificates of completion were awarded to all those members who had satisfactory attendance.

The results: Out of a total club membership of 400, 195 members attended the program for a total of 21,450 hours of "Million Dollar Education."

*Charles T. Gue, Educational Director  
James E. Andrews, Secretary  
Joseph M. Stana, President*



**"Why don't you retire and give the rest of us a chance."**

## ACT ON FACT

by James Black

"To administer the union contract fairly, impartially and consistently." How many times have you heard that phrase, or one very much like it, when management starts talking about the supervisor's responsibilities in labor relations?

Yes, the instructions are very clear. The principles are as sound as a "how-to-do-it" book's ten basic rules for success in whatever field it is you're trying to be successful. The trouble is, the proper application of principles requires a firm basic grasp of the subject from which they derive. Otherwise the truth may remain permanently concealed behind the truism. It's on this point that too many managements and too many supervisors miss the boat. It's all very well to outline a supervisor's responsibilities and explain in generalisms what you expect of him in labor relations. But unless you give him a comprehensive grounding in what has become a highly technical specialty, he has small chance of fulfilling what you say are his obligations.

### **The labor relations responsibility of the supervisor**

Practically every labor-management agreement states in the section out-

lining the grievance procedure that the foreman is responsible for handling the employee's complaint at the first step. Yet at some companies this proviso has become almost an outworn formality. The foreman considers union relations a matter for the experts. He does not acknowledge he has more than a "paper" responsibility for the administration of the grievance procedure, and he relies on the industrial relations department almost entirely when any problem arises that demands a technical knowledge of labor relations.

Yet if you review arbitration cases on individual employee grievances you will find that it is the decisions and the actions of the foreman that make or break the management position. If the supervisor's records are inadequate, if he has made technical errors in the administration of the contract, if his charges against an employee are loosely drawn or inac-

curate, if he has shown bias against an employee, if the penalty he imposes is out of proportion to the employee's offence, his decision, if not reversed by his own management, is very likely to be overturned by an arbitrator. This obviously has a bad effect on the supervisor. If he lacks company support for his acts, his authority is undermined. Moreover, he loses confidence in himself and will, perhaps, try to avoid labor problems altogether and shy away from tangling with the union.

### **The uncertain supervisor**

The supervisor who is unsure of himself in labor relations matters does negative harm to his management. He's tied to the industrial relations department's apron string, and probably hotfoots it to the personnel man for the right answer on any question that comes up. At best he is sort of a "middle man," carrying out orders of his superiors unquestioningly and, maybe, unthinkingly. At his worst he is vacillating, overly-cautious, uncertain. He is not the man who inspires the confidence and trust of his employees or builds an effective working team. Subordinates quickly see their boss's decisions are not his own. Soon the union steward will begin to by-pass such a supervisor and take complaints directly to the industrial relations director where he can get decisions. This simply means the first step of the grievance procedure, for all practical purposes, has been eliminated.

### **The Bull-of-the-Woods**

The foreman who refuses to play his part in union relations is ineffectual. However, the harm he does cannot compare to the "bull-of-the-woods" type who gladly and quickly makes decisions, but who has no real comprehension of his role as a representative of management. This kind of supervisor probably considers that the union steward is there for the sole purpose of annoying him. He acts impulsively and on inadequate information. He is opinionated and arbitrary. With a very superficial knowledge of labor relations he makes decisions on contract matters that have far reaching consequences. He has an inability to relate facts one to another, and in handling employee relations he looks for some rule or precedent that seemingly sanctions the course he desires to take. Once he finds it he looks no further. He's ready to go. He gives little thought to whether or not he's basing his entire arguments on one isolated incident and so building a case that will hardly stand up under the hammerings of hostile questioning. He looks bad in an arbitration hearing. Worse than that, he makes his company look bad.

### **The employee broke the rule**

Almost any experienced supervisor could cite from his personal experience instances where a foreman has failed in his handling of an employee's grievance. But this one that occurred in a large company illus-

trates perfectly the importance of strict attention to detail and the need for objective fairness in administering discipline.

An employee (shall we call him Paul Guy) was charged with failure to perform his duties properly. He did not afford proper protection to a shipment of goods. He failed to comply with the company's rules and instructions for handling goods moving under signature. He was suspended for 30 days. Paul Guy filed a grievance and his case was finally heard by an arbitrator.

His supervisor argued that the rule on the issue at dispute was very clear. The employee had violated it. The penalty was entirely in line with the offense. On the surface, this argument seemed sound. And then the union presented its case.

No particular attention was paid to the charge of the supervisor. Instead the attack was made on his handling of the matter. The union brought out that the contract specifically stated that no employee could be disciplined or dismissed without investigation, and that in the situation of Paul Guy management had not permitted the introduction of testimony which would have the effect of developing facts for which an investigation is intended.

"It is true," admitted the union, "that a notice had been posted on the department's bulletin board describing the company's policy for handling goods in shipment. But Paul Guy did not see the notice, and

no one had discussed it with him. Furthermore, for some time there had been lax enforcement of the rule. The employee was merely following practices that had been permitted by the supervisor. The company had evidently decided to 'tighten up' its procedures, and when employee Guy unintentionally violated a rule, he didn't know that the supervisor decided to make an example of him."

Under cross examination the supervisor admitted that the employee was technically right, that the methods he had used had been permitted in the past, but that the notice placed on the bulletin board specifically described the procedures management wanted used. The employee had ignored the notice, but the foreman could not prove that Paul Guy had any knowledge of the rule change or that he had even seen the bulletin.

Now comes the question: Is an employee required to keep himself informed of changes in regulations? Obviously he has some obligation to do so. But the supervisor is in charge of the department, and in the final analysis he is responsible for its proper functioning. If regulations are changed, it is up to him to see that his employees fully understand the manner of the change and comply with it. He cannot simply post a bulletin and let it go at that.

### **Both judge and jury**

"Mr. Guy's supervisor," said the arbitrator, "acted in a capricious,

heady and arbitrary manner. He preferred the charges against the employee, then acted in the triple capacity of judge, prosecutor and jury. He heard the case, he denied the defendant the right to testify fully, he pronounced sentence, and he executed it. When the shop steward asked to introduce a statement, the supervisor, according to the written record, replied, 'No! In view of the foregoing, and on the admission of the employee that he did not conform to the procedure for handling goods in shipment as posted on the departmental bulletin board, this investigation is closed.'

"The supervisor," the arbitrator continued, "made a mockery of all rules of objectivity and fair play. While I do not wish to deprive a company of its right to establish proper rules and to enforce compliance to them, I must believe that the company also has the responsibility of being fair and objective in its investigations. The supervisor in this situation avoided his responsibility. Therefore, I sustain the employee's grievance. He shall be reinstated in his job with back pay for the time he has lost and his record shall be cleared of this disciplinary offense."

### **Supervisor on trial**

Paul Guy broke a rule and got away with it. As things turned out, his infraction of the regulation was of only secondary importance in the hearing. Actually, Paul Guy was not

on trial. His boss was the defendant. His boss was tried and found guilty of failure to live up to his managerial responsibilities.

You cannot doubt the supervisor in this case was sincerely convinced of the rightness of his decision. He found an employee who was giving slipshod attention to his duties in handling goods in transit. He had posted regulations specifying exactly how these duties were to be carried out. Perhaps he was even convinced that the employee knew these regulations but preferred to ignore them. He decided, in the interests of discipline, to act firmly.

So far, so good! Where the supervisor made his mistake was not in what he did but how he did it. He condemned the employee before he heard his case. As the story was told it convinced the arbitrator that the foreman made his decision before the trial, which thus became a routine procedure intended to put a stamp of legality on a predetermined action. It didn't work.

### **Goodyear's six point "Use" formula**

You are a supervisor and you have a direct managerial responsibility in labor relations. This means you must handle employee grievances judicially and with complete fairness. If you are so convinced of the rightness of your intended action that you close your mind entirely to the employee's story or forget the intent of the grievance procedure, you may



find yourself in deep difficulties. An arbitrator has no emotional involvement. He takes technical mistakes of management into strict account. Your decision may be reversed because you made procedural errors in the discharge of your supervisory responsibilities.

The Goodyear Tire and Rubber Company has developed an excellent program aimed at helping supervisors take care of their grievance duties. It emphasizes six points. You may find them helpful. They are:

ONE—*Get the Facts.* Get all the facts, not just those that put you in a good light. If there are damaging facts not in your favor, you can be certain the other party will bring them out.

TWO—*What Contract Provisions Apply?* Be sure you know what contract provisions apply to the particular problem you must solve.

THREE—*Consult any Side Agreements.* Be sure you have checked written, oral, and "gentlemen's" agreements at the department level or at a higher level.

FOUR—*Consult Factory Manual, Standard Practice Letters, etc.* In these you find expressions of company, division and department policy.

FIVE—*Examine Past Practices Carefully.* If past practice has been consistent, it may be controlling. If past practice has been inconsistent, consider all departures from policy carefully before you act.

SIX—*Consult Former Decisions of Umpires.* Arbitration decisions may have set precedents or have a bearing on the case at hand. Arbitration decisions have probably been incorporated into company policy. Arbitration decisions in "corrective discipline" cases may be helpful to you as a guide.

*This case is based on one appearing in the LABOR RELATIONS REPORTER*



"Pass!"

## BUSINESS NOTEBOOK



by WILLIAM M. FREEMAN

**K**EEPING THE PLANT CLEAN is a full-time job in many big concerns. The American housewife would be mightily impressed if she could see the special machinery and the variety of cleaning compounds, plus crews of workmen, who do a job of health-preserving behind the scenes. Such a concern as the Canada Dry Corporation (it used to be known as Canada Dry Ginger Ale, Inc., after its well-known product) spends a fortune daily on cleanliness, as do many others in the food and allied fields. With Canada Dry's net sales running at an annual rate of close to \$100,000,000, it would be nothing more than—

### Good business

—to keep the product pure. The big trouble all the food and beverage companies have to worry about is what happens to their product after it leaves their hands.

Let one retailer allow dust to accumulate on bottled goods or cans on his shelves or in his cellar storage space, and the customers blame the producer rather than the distributor or the individual grocer. Some big concerns, such as Canada Dry, have the good public relations sense to allow visitors in their plants to see how spotless the processing is and how pure the product is when it leaves the plant.

More producers should open their doors.

### Looking ahead

Cornell University and the University of Chicago are quietly engaged in a study, booked to take more than three years, of how Federal officials compare — attitude, background, training and so on — with their opposite numbers in private industry.

The researchers are using a grant of \$130,000 from the Carnegie Corporation in a careful questioning of 20,000 on each side of the fence.

It may be that the popular concept is the right one, that the Federal official customarily earns less than his private-life counterpart, whom he rules, because he lacks the ability to get the private job. But there may be a few surprises when all the figures are in.

**Rail vs. air**

The railroads have been staggering under the impact of competition from the bus, the private car and the airplane, especially the big long-distance planes that offer tickets for less money than the railroads can charge.

There's a rule of war that says, "If you can't lick 'em, join 'em." That's exactly what the Pennsylvania Railroad is doing. With the help of the Curtiss-Wright Corporation the road is studying the possibility of equipping a railroad train with an airplane engine and a propeller. It said that its figures indicated a train with such equipment would cut its travel time from New York to Washington from three hours and twenty-five minutes to two hours and forty minutes.

A time saving like that, plus the saving in time from city to airport and airport to city, might cause prospective customers to reconsider before they buy an airplane ticket.

**Bonded trouble**

Any time everything seems to be going wrong at the plant or in the front office—consider the other fellow's troubles.

Take the liquor industry, for example. When a distiller's stock of whiskey reaches the age of eight years he is obliged to pay \$10.50 a gallon in Federal taxes, even though there is no buyer in sight.

Some distillers who have been building up inventories have had to

destroy the whisky as it touched its eighth birthday because they lacked the money with which to pay the tax.

There is a movement in Congress, spurred by the big distillers, to lengthen the period in which whisky can be stored before the tax must be paid, but so far nothing has come of it.

Some distillers, instead of pouring the whisky into the river (which isn't good for the fish), bottle it under another label and sell it as of a certain grade or age, when actually it is of a better grade or has been aging longer than the label says. If part of the maturing stock can be sold, even though it might be at a lower price, the distillers figure, they can raise enough money to pay for the more expensive tax stamps the rest of the whisky must bear before it can be offered for sale.

Business on the other side of the fence is—

**No greener**

—than it should be. Consider the hotel trade. New York's Henry Hudson Hotel experimented with adding more bathrooms. It equipped 113 of the guest rooms with two bathrooms instead of the conventional single unit. The effect was to speed up service in the dining room. Albert F. Koenig, the general manager, summed up the experiment:

"Our guests aren't getting cleaner because of two baths, but they cer-

tainly are preparing for dinner more quickly."

It all goes to show that research experiment pays off. All that's needed is a device for evaluating the findings.

### **Opportunity**

Who said there was no opportunity left? Maurice Olen started out with two small apparel stores in 1946. Still in his thirties, Mr. Olen has expanded those two stores to a chain of 120 junior department stores in nine southern states, from Florida to Texas. Gross volume has gone from \$200,000 in 1946 to \$21,000,000 last year. A stock offering of The Olen Company was sold out in April, with 100,000 shares snapped up at \$10.50 a share. It has since gone up \$4 a share, and the concern recently was merged with the H. L. Green Company, operating 224 stores in this country and Canada. Mr. Olen becomes president of the merged concern, with H. R. Boynton, chairman of Green, continuing in that post. The enlarged company preserves the Green name.

All Mr. Olen had was a new idea, a supposition that women in the small cities and semi-rural and rural areas were just as much interested in fashion as everyone else. Anyone with a new and sound idea and the courage to test it can do just as well.

It is worth noting that Mr. Olen has no copyright or patent on thinking.

### **At the fair**

You will be seeing in the movie theatres or on the television screen a color feature film entitled "Holiday in Brussels."

Plenty of professional and amateur photographers have visited the Belgian exposition and made all sorts of pictures, still, color, movie, impressionistic and so on. It remained for Dick Randall, president of Network Features, Inc., and Frank Warren, his director, to spend a month making a documentary-with-a-plot. It shows the fair through the eyes of a couple in love, a child, a diplomat and a tramp. Jack Balch wrote the script, Steve Allen the theme song and Weegee (the well-known police photographer) the special effects.

Everyone enjoyed making the film, according to Mr. Randall, with "so many colorful people and places to shoot we didn't know where to turn." As a matter of fact, he confided, everyone had such a good time it was often difficult to get up in the morning to continue work on the picture.

### **Luggage**

Altogether too many customers buy luggage as gifts, and Shwayder Brothers, a national manufacturer, is not happy about increasing its volume that way. A market study by the Grey Advertising Agency indicated 41 per cent of the buyers of its Samsonite line of magesium luggage

wanted the product for use as a gift, not for themselves.

The concern figures, according to Emmett Heitler, vice president in charge of the Denver company's luggage division, that proper promotion, along with new styles, new materials and new ideas, could persuade those buyers to buy the product for themselves as well as for friends and relatives.

Mr. Heitler pointed out that his company had gone from 500,000 to 2,000,000 units a year with new materials and new methods, but the industry as a whole had been at a \$200,000,000 level since 1947, the first postwar year in which demand could be met, while the travel industry as a whole had shot upward like a rocket to \$20,000,000,000 annually.



*by 5/2/54*

"... Let's see, color of hair, brown ... eyes, blue ..."

# *How* **WOULD YOU** **HAVE SOLVED THIS?**

**NOTE:** To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be post-marked no later than November 10, 1958. Address your solutions of no longer than 500 words to Editor, **MANAGE**, 333 West First Street, Dayton 2, Ohio.

## **PROBLEM No. 32**

### **A DILEMMA**

Temporary transfers or temporary assignments are often necessary because of illness, deaths, etc. Eddie, the foreman of Machining 2 recently had a problem develop because of a series of absences. One of Eddie's turret lathe operators had been off work sporadically for some time. In his absence he gave the temporary promotion to Herman, one of his lathe hands. One day recently, after Herman had been "marked-up," Wilbur, another lathe hand, filed a grievance stating that since he (Wilbur) was the senior lathe hand he should receive the temporary promotion. This caused a dilemma for Eddie because Herman was far better than Wilbur, but still Wilbur could perform the work. Past practice in Eddie's division was to ignore seniority when it was necessary to mark an employee up temporarily. If you were Eddie, how would you answer Wilbur's grievance. Oh, by the way Eddie learned that the contract was silent on this subject.

*(Remember the deadline: November 10, 1958)*

### THIS WAS SUPERVISORY PROBLEM NO. 29

Foreman Art has a problem, and he is appealing to you for help in its solution. Art recently had a job vacancy and, in attempting to fill it, his trouble started. The job was duly posted, and during the period of bidding he received two bids—both from qualified applicants. The problem is this: one of the applicants is being "backed" by a union committeeman and the other by a union officer. In other words, he has two of the union's top representatives opposing each other. Since both men are equally qualified as to ability and seniority, Art feels that he has no "out." Art also feels that it is his duty to maintain harmony between the management and the union, and to his way of thinking this would include maintaining harmony within the bargaining unit, if necessary.

### CAREFUL HANDLING

*By Art Hopson  
Industrial Engineering  
Magnavox Company of Tennessee*

The problem requires very careful handling since it involves two factions of the Union who are both pressing a claim to further their own interests.

If the Company gave the job to one of these men on the basis of the Company's exclusive rights to do so where qualifications and experiences are equal, undoubtedly the employee not getting the job and his union champion would feel they had been treated unjustly even though no contract violation was involved.

Of course it is frequently impossible to completely satisfy both sides in situations such as these; however, satisfaction to a degree can be obtained by a Company decision which is arrived at by fair and logical means.

In the instant case it is suggested the two applicants and their union repre-

### THE WINNERS

Here are the best solutions to the supervisory problem No. 29. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

---

sentatives be present at a meeting at which time the problem is presented and the facts made known as to their equality in ability and seniority and that since only one opening was available that the Company would base its decision on the additional factor of good attendance.

Both applicants should be complimented on their ability and seniority at this time and the applicant who did not get the job should be advised that he will receive every consideration for future placement.

This type of solution should be acceptable to all concerned and also serve as an incentive for good attendance.

### ANSWER OBVIOUS

*By S. F. Cassidy, Supervisor  
Packaging Engineering  
Hughes Aircraft Company  
P. O. Box 5555  
Tucson, Arizona*

Obviously, Foreman Art has a problem; however, answer is also obvious. If I were in Art's place I would put myself first in the position of the union officer and then in the position of the committeeman. In this manner, the potential worth of each job candidate to the union could be evaluated since it is apparent that both union men believe their candidate to be good union material who has the qualifications of a union officer or a committeeman.

Since both candidates are equal on the ability and seniority scale, each must be weighed on the attitude and appear-



ance scale. Art should also remember that he may have union problems to discuss with this man later on.

Therefore, Art's selection of the best qualified candidate should be based on results obtained from his evaluations as to the candidate's union potentials, attitude and appearance. In order to maintain the management-union harmony, Art should invite the interested union officer and committeeman to a discussion and point out to them the basis for his decision. This should show the union that management will act in the best interest of all concerned, and that the union will have the more qualified man in line to represent them, not to mention the fact that his skill, attitude and appearance may lend themselves to the possibility of a future supervisory job.

#### NO "STRING PULLING"

*By George R. Gregg  
Technical Writer, Service Department  
The OLIVER Corporation  
Charles City, Iowa*

The job vacancy in foreman Art's department should be filled by the best qualified man of the two eligible appli-

cants, regardless of who is "backing" who. This is in keeping with both union and management's desire for fairness, giving recognition on factual evidence and not "string" pulling.

Both men are equally qualified as to ability and seniority, but somewhere in their employment records must be evidence that one man has a little more outstanding service than the other. Check and grade on these facts: (1) Days off not due to sickness, (2) Has he ever quit or turned down a job of higher rating, (3) How many suggestions are to his credit and how many accepted, (4) Has he ever asked for a transfer, and if so for what reasons, (5) What is his accident rate, if any?

If these are all equal, or facts unavailable, then I would prepare about a ten question examination about either, or both, the job itself and the union contract. Have the men present written answers in my office at the same time, and grade them accordingly.

Art's attitude about maintaining harmony between management and union is excellent. With the above additional facts before him, certainly his choice of men would be impartial and acceptable to all concerned.

Statement required by the Act of August 24, 1912, as amended by the Acts of March 3, 1933, and July 2, 1946 (Title 39, United States Code, Section 233) showing the ownership, management, and circulation of **MANAGE Magazine**, published monthly on the 25th at Dayton, Ohio, for October, 1958.

1. The names and addresses of the publisher, managing editor, and business managers are: Publisher, The National Management Association, 333 W. First St., Dayton 2, Ohio; Managing Editor, William W. Keifer, 333 W. First St., Dayton 2, Ohio; Business Manager, L. E. Nangle, 333 W. First St., Dayton 2, Ohio.

2. The owner is: The National Management Association, a non-profit organization incorporated under the laws of the State of Ohio.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner. S/Henry G. Loudenback, Mgr. of Public Relations.

Sworn to and subscribed before me this 19th day of September, 1958.  
S/Jean B. Adams, Notary Public. (My commission expires August 1, 1961)

[SEAL]

## REPORT TO THE MEMBERSHIP (Continued from page 2)

before needed them. Education ends only with one's life. Your knowledge must be added to continuously. "Thus," said Einstein, "do we mortals achieve immortality in the permanent things which we create in common."

The future will be lost or won in the realm of ideas, and we must have leaders who are equally at home with action and with ideas.

Tremendous planning, skill and effort has gone into our coming conference. It is one of the most beneficial and informative meetings you ever will attend. We have accepted the challenge of developing better management. A management whose learning cycle has no more end than the circumference of a circle. It is a wheel ever rolling. The cycle of continual improvement.

Our conference offers you the vision to see the possibilities of management, not the limitations.

It's your opportunity to participate in the greatest leadership development program of the age. And it is Leadership we must develop to gain better supervisory management.

I hope you will make it your business to be at the 35th National Conference of the NMA October 23 and 24 at the Statler Hilton in Los Angeles. Details of the program are on pages 34 and 35 in the center of this magazine.



## NMA CLUB ANNIVERSARIES

**OCTOBER:** 15 years—Nashville Avco Management Club, Nashville, Tenn.; 10 years—General Foods Management Club, Battle Creek, Mich.; Sylvania Management Club, Buffalo; Tool Steel Management Club, Cincinnati, O.; 5 years—Southern Division Supervisors Club of the Alabama Power Company, Montgomery, Ala.; Bendix Supervisors Club, Hamilton, O.; Clark Management Club—Ross Carrier Division, Benton Harbor, Mich.

**NOVEMBER:** 15 years—National Tube Management Club, Gary, Indiana



## **"Welcome Mr. NMA Harry Woodhead Testimonial Dinner"**

*Those were the words on the marquee of the Hollywood Palladium last August 30. Inside, one of the greatest boosters of The National Management Association was being feted on the eve of his retirement. Harry Woodhead came from England in 1909 and since has served as an executive for some of America's largest and best-known metalworking companies. At retirement, September 1, he was special consultant to Donald W. Douglas, chairman of the board of Douglas Aircraft Company, Inc. Pictured are Donald W. Douglas, Jr., president of Douglas Aircraft, Harry Woodhead, and T. I. Renshaw, NMA president and official of Lockheed Aircraft Corporation, Marietta, Georgia, who presented an NMA Life Membership Award to Mr. Woodhead. He also received the Silver Knight of Management.*

OUT 5-59 Library  
Calif. Institute of  
Technology  
Pasadena 4, Calif.

MA President Renshaw

Washington Report	4	Stewart French
Seven Pitfalls Supervisors Should Avoid	9	Alfred W. Cooper
An Expert Answers Management's Problems	11	L. K. Sknul, Expert
Leadership Development	13	Marion N. Kershner
Flying Foremen	19	Alexander J. Murray
New Research To Probe Supervision	21	OSU-NMA
The Study	23	Ralph M. Stogdill and Omar S. Goode
Wet Your Lips	29	Dick Ashbaugh
The Philosophy of Good Labor Relations	31	Charles A. Kothe
A Concept of Management	41	Robert D. Hulme
Too Tired?	46	Harry J. Johnson, M.D.
Wages vs. Production	51	
Management Team	52	Management Club of Greater Cleveland
Act on Fact	54	James Black
Business Notebook	59	William M. Freeman
How Would You Have Solved This?	63	
Club Anniversaries	66	

